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FINAL EVALUATION REPORT ON FORT ORD PROJECT VOLAR

(10) William E. Datel Ph.D.

(12) 144 P

Note to reader:

In late 1970 Fort Ord was named an experimental post to test aspects of the new all-volunteer Army. This experimental program was called Project VOLAR.

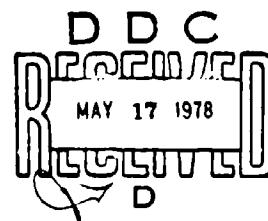
The attached technical report, dated 4 August 1972, describes the methods used and the data obtained in an attempt at formal program evaluation of the many training and life-style innovations developed at Fort Ord during the period from June 1969 through June 1972.

The report was prepared by Dr. Datel just prior to his retirement from active duty in September 1972.

(11) 4 APR 1978

Walter Reed Army Institute
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DEPARTMENT OF THE ARMY
HEADQUARTERS
UNITED STATES ARMY TRAINING CENTER, INFANTRY
AND
FORT ORD, CALIFORNIA, 93941

AMNOR-CTEG

4 August 1972

SUBJECT: Letter of Transmittal

THRU: Commanding General
Sixth United States Army
ATTN: AMPER-D (COL Larson)
Presidio of San Francisco, California 94129

Commanding General
US Continental Army Command
ATTN: ATPER-VAD (COL Stewart)
Fort Monroe, Virginia 23351

TO: Deputy Chief of Staff for Personnel
Department of the Army
ATTN: DACS-MA (CPT Fredricks)
Washington, D. C. 20310

Transmitted herewith is the final Fort Ord Project VOLAR Evaluation.

FOR THE COMMANDER:

Incl
as

L. Nelson, 267166
for MAJ V. L. WASHINGTON
Captain, WAC
Act Asst AG

REF ID: A6520000

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FORT ORD FINAL PROJECT VOLAR EVALUATION

1. References:

- a. Letter, AMNDR-CVEQ, this headquarters, dated 31 January 1972, subject: Fort Ord Semi-annual FY 72 Project VOLAR Evaluation.
- b. Letter, AMNDR-CG, this headquarters, dated 27 July 1971, subject: Fort Ord FY 71 Evaluation of Project VOLAR.

2. Purpose: To update, consolidate, and preserve data gathered during the period of Project VOLAR at Fort Ord.

3. General:

a. References in paragraph 1a and 1b, above, report findings from the first 12 months of Project VOLAR at Fort Ord. The present report presents data for the final 6-month period of Project VOLAR (Jan-Jun 72) and juxtaposes the previous data for convenience of inspection, comprehension, and trend detection.

b. Data from measurements made in the Fort Ord Project VOLAR evaluation are presented in Annexes A through F. Annex G presents a chronology of training happenings at Fort Ord against which the data obtained may be viewed.

This final Project VOLAR report is prepared as a data reference or data catalog rather than as a guide for imminent decision-making. In the two previous Fort Ord Project VOLAR evaluations, we have attempted to use the gathered empirical data as the basis from which to draw conclusions and proffer guidance for future program development. Primarily, this final report purports to document and record rather than to draw definitive conclusions. Information contained herein may have its greatest usefulness only at some later date, when more information may make our information more interpretable.

c. Major findings from data presented in each of the Annexes are now summarized in turn. When the same data are presented in both tabular and chart form, the inclosure reference is to the chart only.

4. Trainee Morale (Annex A):

- a. Trainee morale at Fort Ord made its most marked gain in the several month period immediately preceding the beginning of Project VOLAR. BCT MMI mean scores rose from the upper twenties to the mid-thirties.¹ (Incl 8)
- b. With some periodic fluctuations, BCT morale during VOLAR has maintained itself at a fairly steady level and with very little slippage from the more or less "VOLAR MMI Norm" of 35.00 (Incl 5,6).
- c. The most sustained period of high BCT trainee morale recorded at Fort Ord was from April through June of 1971. During this time mean MMI scores for the post held in the 36 to 37 range. Since then, there have been only occasional spurts of morale up into these levels. (Incl 5,6)

¹ Pre-VOLAR morale measurement was on a limited sampling basis only, as opposed to total population measurement during VOLAR. Also, the "mid-1970" and "late-1970" data points are from experimental (i.e., MRS development) units.

d. Because of the limited number of troops (and companies) that were measured, AIT morale is much more variable from one week to the next. From a rather steady plateau of 32 to 35 throughout the closing months of CY 71, AIT morale dropped markedly in February 1972. In March, it recovered, but followed very much of an up and down course through June 1972. (Incl 5,6)

e. One of the strongest findings in the morale data, in terms of its reflection upon the adjective checklist as a morale measurement method, is the emergence of a characteristic BCT cycle morale pattern. In 7 replications (most of which are based on massive amounts of data) a "U" or saucer-shaped curve depicts the movement of the state of morale across BCT time. Morale is high at the beginning of the cycle, recedes during the mid weeks, and rises at the end. When morale is severely injured, as in the 1968 and early 1970 data, the saucer is more like a bowl. (Incl 10)

f. There is less available data on the AIT morale pattern, though here, too, the U-shaped curve is suggested. (Incl 11)

g. The morale pattern in the Special Leadership Preparation Program (SLPP) trainees is somewhat at variance with that found in trainees participating in the Fort Ord-developed Accelerated Training Program. In the SLPP trainees, morale peaks at the sixth week and returns to the "non-SLPP level". In the Fort Ord Accelerated Training Program, the accelerated trainees showed a dramatic and persistent rise from selection to completion of the program. (Incl 13, 16)

h. Another remarkably consistent morale finding beginning with the mid-1970 data is the similarity in magnitude of the end-cycle (Week 8, of late Week 9) result. The MMI mean for this point in cycle repeatedly falls between 36 and 37. (There is an exception in the Jan-Jun 71 data when the trainees (and cadre!) were having difficulty adjusting to the complete mastery requirement of the new Comprehensive Performance Test). (Incl 10)

i. This remarkably similar end-cycle morale result (obtained in two slices of pre-VOLAR data as well as in VOLAR data) suggests the powerful presence of variables in the BCT process common to all cycles from mid 1970 on. The only innovated variable common to all these time periods is the Merit-Reward System. (Incl 10)

j. Yet we repeatedly observe that units functioning within the same major command and under the same innovated programs consistently differ in the morale they create in their trainees. This suggests that within the morale cycle pattern commonality, within the end-cycle morale level commonality, and within "program" commonality, leadership/management policy and handling still produce rather profound morale differences. (Incl 15)

5. Trainee Attitude and Perceptions of Environment (Annex B):

a. BCT trainee attitude toward training and the Army has improved during the VOLAR period. Ratings moved from around 4.50 at the beginning of VOLAR to 5.06 for the 6-month period just completed. (Incl 5, 7)

b. BCT trainee reenlistment intention has moved upward considerably during VOLAR. Ratings of approximately 1.50 characterized the first 3 or 4 months of VOLAR. In the final 3 or 4 months of VOLAR, reenlistment intention ratings around 3.50 are common. A two-point rise on a 7-point scale represents a vast difference in sentiment. (Incl 5, 8)

c. AIT trainee attitude has also shown improvement during the Jan-Jun 72 6-month period. Reenlistment intention is quite variable between AIT companies. (Incl 6, 9, 10)

d. Throughout the 18-month VOLAR period, BCT ratings in some areas have declined while in others there has been improvement. Most MRS ratings have fallen; the quality of MRS execution, for example, moved from 5.12 in FY 71 to 4.78 in CY 72. Basing weekend privileges on merit-earnings moved from 6.19 to 5.63. Privileges becoming available as promised slipped from 5.60 to 4.94. (Incl 5, 13, 14, 26)

e. The environment is progressively rated as more austere: 4.79 to 3.87 to 3.45 for the three 6-month periods studied. (Incl 5, 27)

f. The adequacy of physical training/conditioning has risen: 4.20 to 4.75 to 4.95. (However, physical conditioning is rated less adequately by graduates of the new BCT program). The quality of the training/instruction is rated higher from one 6-month period to the next: 5.13 to 5.32 to 5.54. Military discipline has shown pronounced improvement: 4.89 to 5.09 to 5.30. The scale which purports to measure leadership/professionalism/training has held quite steady throughout VOLAR: 4.89 to 4.87 to 4.91. (Incl 5, 18, 23, 25)

g. AIT trainees rate the quality of instruction and the adequacy of physical training higher in the Jan-Jun 72 period than ever before. In other leadership/professionalism areas, there has been an improvement over the Jul-Dec 71 period, but not up to the Jan-Jun 71 period. (Incl 6)

h. SLPP trainees rate the environment as slightly more professional, slightly less austere and voice a slightly-better attitude than their non-SLPP company mates. However, SLPP/non-SLPP comparisons decidedly indicate that physical conditioning is less in SLPP than out. (Incl 28)

6. Trainee Attrition (Annex C):

a. In BCT total trainee attrition (i.e., trainees failing to graduate with originating company) during the 18-month VOLAR period was 11.67%. From one 6-month period to another, there has been a gradual upward rise in total attrition in BCT. Medical and administrative separations were highest during the Jan-Jun 72 period; AWOL/DPR rates dropped slightly during this most recent period. (Incl 6)

b. In AIT total trainee attrition during the 18-month duration of Project VOLAR was 13.09%. Here, also, there has occurred a rising trend in the attrition rate: 10.47% to 13.26% to 14.59%. AWOL/DPR has increased in AIT during the course of Project VOLAR: 2.57% to 3.17% to 3.70%. The AWOL/DPR rate was higher in AIT than in BCT during Project VOLAR. (Incl 13)

7. Trainee Performance (Annex D):

a. In BCT, performance test scores have trended downward during the eighteen months of Project VOLAR. Rifle Marksmanship moved from an average of 73.64 in the first 6-month period to an average of 69.67 in the final 6-month period. A quality control "crackdown" in RM scoring procedures occurred during CY 72. Physical fitness test scores have moved downward an average of 4 points in the last six months and the failure rate has moved up almost half a percentage point. The

failure rate on the initial test of the Comprehensive Performance Test (CPT) rose to the mid-90's with the advent of the new BCT program (cycles graduating on 14 April 1972 and thereafter). The same trend is evident on the first retest failure rate. (Incl 4, 3)

b. Physical fitness test results on AIT trainees have improved 10₁ points over the second 6-month VOLAR period. For the 18-month period of study, the average physical fitness test score in AIT is 394.84 compared with an average of 386.54 in BCT. (Incl 6)

8. Correlates of Attitude and Reenlistment Intention (Annex E):

a. Among the three sets of BCT correlation data obtained from the three 6-month VOLAR periods, there is very high agreement in the resultant rank-ordering of environmental ratings with attitude. The evidence clearly indicates that leadership/training/professionalism happenings are more closely associated with attitude than are life style or physical comfort conditions. (Incl 1, 2)

b. And, now that all the data are in (again, 3 sets of more than 100 companies in each set), the same inference can be drawn from the reenlistment intention correlation data in BCT. Leadership interest and concern apparently produce more pay-off in reenlistment intention in the basic trainee than does manipulating or improving physical living conditions. (Incl 1, 2)

c. In AIT, the rank-ordering of the correlation co-efficients from one time to the next is less stable. Again, however, attitude is clearly more closely associated with quality of instruction, cadre responsiveness and interest, etc. For reenlistment intention, the agreement in rankings is so low ($r_s = .320$) as to introduce caution in drawing conclusions about the relative importances. (Incl 1, 2)

9. Permanent Party Attitude (Annex F):

a. Ratings obtained from the first run of the Army Satisfaction Inventory (ASI) suggest considerably more satisfaction than dissatisfaction with Army life at Fort Ord among permanent party members. Satisfaction with professional aspects of life at Fort Ord (job and leadership conditions) and with living quarters are rated somewhat higher than satisfaction with post services. (Incl 1, 2)

b. Of those parameters which frame any career (i.e., pay, promotion, security, opportunities for achievement, etc.), the sample studied is most satisfied with the Army's retirement system. Actually, the sample surveyed is more satisfied than not with all of these crucial career dimensions. (Pay, advancement, and family life hover around the mid-point, but are on the positive side). This finding, if it is representative of sentiment throughout the entire Army (a risky assumption) augers well for the creation of a desirable Army career image. It is also encouraging that the idea of having an all-volunteer Army is quite acceptable to this group of respondents. (Incl 1, 2)

c. From the inter-item correlation study, the finding emerges that overall career satisfaction, as well as career intention, are more closely associated with family life satisfaction than any other variable on the Inventory. (Incl 3)

d. The ASI data must be regarded as preliminary. Caution should be attached to inferences made from a one-time sampling. Additional studies (time series or cross sectional) will be necessary before trends or effects are established. (On the drawing boards at Fort Ord is ASI Form 2 (ASI₂) for use in measuring satisfaction in Army wives).

10. Summary of Findings: The evaluation process of Project VOLAR at Fort Ord has resulted in the following major observations in the dependent variables studied:

- a. Reenlistment intention (especially in 1st-8 weeks trainees) rose greatly during the 18-month period of measurement.
- b. There has been a steady, gradual improvement in trainee attitude toward the Army and toward training during the VOLAR period.
- c. Trainee morale at Fort Ord improved drastically during the several months preceding the onset of Project VOLAR. During VOLAR, morale in 1st-8 weeks trainees has tended to be maintained at levels reached in units studied just before VOLAR began. Morale in 2d-8 weeks trainees during VOLAR is highly variable from unit to unit and from week to week.
- d. Leadership (construed as interest, concern, caring, and involvement by leaders for their men), training (construed as the sum total of acts communicating information and know-how from the learned to the learner--with feedback) and professionalism (construed as pride, commitment, discipline, skill, know-how, and technique in the work tasks themselves) are more closely associated with attitude development and with reenlistment intention in the trainee than are life-style variables (construed as physical comforts, living conditions, and other non-task elements).
- e. Trainee attrition increased in both BCT and AIT during the 18-month period of Project VOLAR. There were declines in trainee performance test results in BCT over the 18-month period. In AIT physical fitness test results dipped and rose again over the period studied.
- f. Ratings of the fidelity of the administration and execution of the Merit-Reward System (MRS) have declined over the 18-month period. However, ratings of the adequacy of physical conditioning (until recently), of the quality of the instruction received, and of military discipline and courtesy have risen over the 18-month period.
- g. A sample of approximately 450 respondents measured in June 1972 indicates that Fort Ord permanent party personnel are favorably disposed to the idea of having an all-volunteer Army and are more satisfied than dissatisfied with all career aspects of Army life.

11. Summary of Innovations: The following major programs directly relating to (or impacting upon) training were in effect during part or all of Project VOLAR. While it is impossible for the evaluation process to assess the specific contribution of each of these independent variables to the dependent variable measurements, their presence during Project VOLAR at Fort Ord is important to summarize and record.

- a. The Merit-Reward System (MRS). (Pre-VOLAR and during VOLAR)
- b. The Experimental Volunteer Army Training Program (EVATP). (Jan 71-Dec 71)
- c. Management information system with scaling and feedback of performance data (Jan 71-Sep 71) and morale/attitude data (Jan 71-Jun 72) to unit commanders.
- d. Reintroduction of challenges into training. (Fall 71)
- e. Fort Ord Accelerated Training Program. (Oct-Dec 71)

- f. Discipline training. (Inserted in POI in Fall 71)
- g. Formalized (week-long) leadership and professionalism training seminars for officers, NCOs, drill sergeants. (Aug 71-Apr 72)
- h. New BCT and AIT program. (Feb 72 on)
- i. Barracks renovation. (CY 71)
- j. Civilian KP. (Selected units in FY 71)
- k. "Liberalization" of trainee's life-style (5-day training week, more generous pass policies, wearing civilian clothes when not training, beer in barracks, permission to decorate barracks, etc.). (FY 71)
- l. "Austerity" in trainee's life-style (tightening of haircut policy, removal of beer from barracks, ruggedness and toughness of training emphasized, discipline and courtesy reemphasized, return to "immediate reaction" training, etc.) (Jul 71-Jun 72)

12. Acknowledgement: The Fort Ord Command expresses deep appreciation to the Superintendent, United States Naval Post Graduate School, Monterey, California, for the inordinate amount of computer machine support given to make the Fort Ord Project VULAR evaluation possible.

ANNEXES:

- A - Trainee Morale
- B - Trainee Attitude and Trainee Perceptions of the Training Environment
- C - Trainee Attrition
- D - Trainee Performance
- E - Correlates of Attitude and Reenlistment Intention
- F - Permanent Party Attitude
- G - Chronology of Programs and Policies Affecting Training

ANNEX A (Trainee Morale) to Fort Ord Final Project VOLAR Evaluation

1. REFERENCE: Letter, AMNOR-CVEG, this headquarters, dated 31 January 1972, subject: Fort Ord Semi-annual FY 72 Project VOLAR Evaluation.
2. PURPOSE: To present the results of measurements of trainee morale before and during Project VOLAR at Fort Ord.

3. METHOD:

a. The method used for measuring trainee morale with the Military Morale Inventory (MMI) is described in Annex A, paragraph 4, of above reference. A copy of the MMI is at Inclosure 1.

b. With the advent of the new BCT program, the eighth week MMI measure was changed to Week 9. This change occurred with the cycle completing training on 14 April 1972. Similarly, MMI measures in AIT were switched from Weeks 9, 10, 12, 14, and 16 to Weeks 10, 11, 13, 15, 17, upon phase-in of the new AIT program.

c. The morale of trainees involved in the Special Leadership Preparation Program (SLPP) was measured separately from trainees in the regular 8 1/2 week BCT program. For the first five cycles, SLPP trainees were administered the MMI in the seventh and in the eighth weeks; for the last six cycles, the morale of SLPP trainees was measured in the sixth and eighth weeks.

4. RESULTS:

a. Inclosures 2, 3, and 4 list morale data accumulated at Fort Ord during the entirety of Project VOLAR. (At Inclosure 2, some pre-VOLAR data points are also given) The MMI mean for each calendar week is based on thousands of trainees in the case of 1st-8 weeks, or BCT, data and usually on hundreds of trainees for the 2d-8 weeks, or AIT, data. Inclosures 5 and 6 are a plot of these data points.

b. Inclosure 7 consolidates the morale data for seven different calendar items, from a limited sampling in 1968 through the present 6-month period. Inclosure 8 is a plot of these data points.

c. Morale results, by week of training, for these seven different time periods are presented at Inclosure 9. Inclosure 10 is a plot of these data for BCT; Inclosure 11 is a plot of these data for AIT.

d. MMI data from the eleven cycles (40 companies) that completed the new BCT program are summarized by week measured at Inclosure 12. A breakout of the morale results on SLPP trainees is given. Inclosure 13 is a plot of these data. Inclosure 16 is data from the previous VOLAR evaluation report showing the morale of trainees in the Fort Ord Accelerated Training Program.

e. Contrasting MMI results from two battalions within the same brigade are presented at Inclosure 14, and charted at Inclosure 15. These data exhaust the MMI measures collected in each of these battalions during a 12-month period, from July 1971 through June 1972, and serve to illustrate the finding that true unit differences in managing trainee morale must be regarded as heavily contaminating the search for "program effects".

Inclosures:

- 1 - MMI Sheet
- 2 - Trainee Morale (FY 71)
- 3 - Trainee Morale (FY 72)
- 4 - Trainee Morale (CY 72)
- 5 - Trainee Morale (CY 71) (chart)
- 6 - Trainee Morale (CY 72) (chart)
- 7 - Consolidation of Trainee Morale Data
- 8 - Trainee Morale 1968 to 1972 (chart)
- 9 - Morale Results by Week of Training for Seven Different Time Periods
- 10 - Morale in BCT (chart)
- 11 - Morale in AIT (chart)
- 12 - Morale in New BCT Program
- 13 - Morale in New BCT Program (chart)
- 14 - Contrasting Morale in Two Battalions
- 15 - Contrasting Morale in Two Battalions (chart)
- 16 - Morale in Fort Ord's Accelerated Training Program (chart)

MILITARY MORALE INVENTORY

INSTRUCTIONS: Below is a list of words which can be used to describe a soldier's morale or "feeling state."

We want you to summarize your morale for the past week. Blacken in the space alongside the words that best describe the way you have felt during the past week.

Although some of the words may seem similar to each other, please mark all of the words that describe the main feelings you have experienced during the past week.

The results of this inventory are scored by machine; therefore:

- Use the pencil provided (* 2 pencil)
- Keep answer sheet clean
- Erase stray marks and errors completely
- Do not fold or tear answer sheet

There is no time limit. When finished, turn your answer sheet face down.

1.	ACTIVE	21.	CROSS	41.	GOOD-NATURED	61.	PEACEFUL
2.	ADVENTUROUS	22.	DISAGREEABLE	42.	HAPPY	62.	PLEASED
3.	AGITATED	23.	DISCONTENTED	43.	HEALTHY	63.	PLEASANT
4.	AGREEABLE	24.	DISCOURAGED	44.	HOPELESS	64.	RELAXED
5.	AGGRESSIVE	25.	DISGUSTED	45.	IMPATIENT	65.	RESENTFUL
6.	ALIVE	26.	DISPLEASED	46.	INSPIRED	66.	SAD
7.	ALONE	27.	DOWNCAST	47.	INTERESTED	67.	SAFE
8.	ANGRY	28.	EMBARRASSED	48.	IRRITATED	68.	SATISFIED
9.	ANNOYED	29.	ENERGETIC	49.	JOYFUL	69.	SECURE
10.	ASHAMED	30.	ENTHUSIASTIC	50.	KINDLY	70.	STRONG
11.	AWFUL	31.	EXCITED	51.	LONELY	71.	SUFFERING
12.	BITTER	32.	FINE	52.	LOST	72.	TENSE
13.	BLUE	33.	FIT	53.	LOVING	73.	TERrible
14.	BORED	34.	FREE	54.	LOW	74.	TORMENTED
15.	CAREFREE	35.	FRIENDLY	55.	LUCKY	75.	UNDERSTANDING
16.	CHEERFUL	36.	FURIOUS	56.	MAD	76.	UNEASY
17.	COMPLAINING	37.	GAY	57.	MERRY	77.	UNHAPPY
18.	CONFIDENT	38.	GLAD	58.	MISERABLE	78.	UPSET
19.	COOL	39.	GLOOMY	59.	NERVOUS	79.	WONDERFUL
20.	COOPERATIVE	40.	GOOD	60.	OFFENDED	80.	WORRYING

ANNEX A, INCL 1

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TRAINERS MORALE FY 71

	<u>1st-8 Weeks</u>		<u>2d-8 Weeks</u>	
	<u># COMPANIES</u>	<u>MMI MEAN*</u>	<u># COMPANIES</u>	<u>MMI MEAN*</u>
PRB VOLAR				
Early 1968	2	29.94		
Early 1970	6	28.52		
Mid 1970	21-28	32.39		
Late 1970	46-11	35.01		
VOLAR FY 71				
8 Jan 71	25	35.01		
15 Jan 71	25	32.21		
22 Jan 71	25	33.93		
29 Jan 71	25	33.67		
5 Feb 71	24	33.68		
12 Feb 71	25	33.69		
19 Feb 71	25	33.00		
26 Feb 71	25	34.23		
5 Mar 71	25	33.46		
12 Mar 71	25	34.92	3	33.32
19 Mar 71	25	35.63	2	36.18
26 Mar 71	25	35.66	3	31.82
2 Apr 71	25	36.18	6	31.40
9 Apr 71	25	36.39	5	28.92
16 Apr 71	25	36.57	8	32.79
23 Apr 71	25	35.86	7	31.85
30 Apr 71	25	37.04	10	31.51
7 May 71	25	35.70	9	35.09
14 May 71	25	37.88	10	33.45
21 May 71	25	35.85	9	32.45
28 May 71	25	37.32	10	35.00
4 Jun 71	25	35.55	10	31.73
11 Jun 71	25	37.09	10	34.91
18 Jun 71	25	36.16	10	33.52
25 Jun 71	25	36.24	10	33.69
VOLAR FY 71 AVG		35.32**	33.05**	

*Translated from MMI-MAACL equivalence tables.

**Weighted by number of companies measured.

TRAINER MORALE FY 72

<u>Week of</u>	1st-8 Weeks			2d-8 Weeks		
	<u>No. of Companies</u>	<u>No. of Trainees</u>	<u>MMI Mean</u>	<u>No. of Companies</u>	<u>No. of Trainees</u>	<u>MMI Mean</u>
2 Jul 71	25	3319	35.32	10	985	29.84
9 Jul 71	25	3273	35.70	10	966	32.59
16 Jul 71	25	3311	33.46	10	1079	28.96
23 Jul 71	25	3214	33.59	10	1045	30.32
30 Jul 71	25	3269	33.45	10	1045	31.58
6 Aug 71	25	3269	34.47	10	1025	28.56
13 Aug 71	25	3245	32.47	10	1016	32.56
20 Aug 71	24	3142	35.21	10	970	31.21
27 Aug 71	25	3081	35.57	10	1004	33.06
3 Sep 71	25	2988	35.78	10	1047	33.64
10 Sep 71	25	3170	36.19	9	756	34.90
17 Sep 71	24	2917	35.76	9	924	33.16
24 Sep 71	25	2954	36.93	9	738	32.92
1 Oct 71	24	2791	35.67	10	879	37.97
8 Oct 71	24	2809	35.02	9	704	32.85
15 Oct 71	23	2523	35.15	9	712	33.82
22 Oct 71	25	2741	35.16	8	710	33.60
29 Oct 71	21	2230	35.55	10	712	31.47
5 Nov 71	25	3044	37.49	7	555	34.04
12 Nov 71	19	2214	34.08	8	625	32.20
19 Nov 71	25	3108	36.19	7	579	34.78
26 Nov 71	18	2209	32.58	7	527	32.38
3 Dec 71	25	2931	35.43	6	522	33.18
10 Dec 71	18	2329	32.38	7	538	32.29
17 Dec 71	19	2218	36.96	7	590	35.97
Avg		35.03*			32.50*	

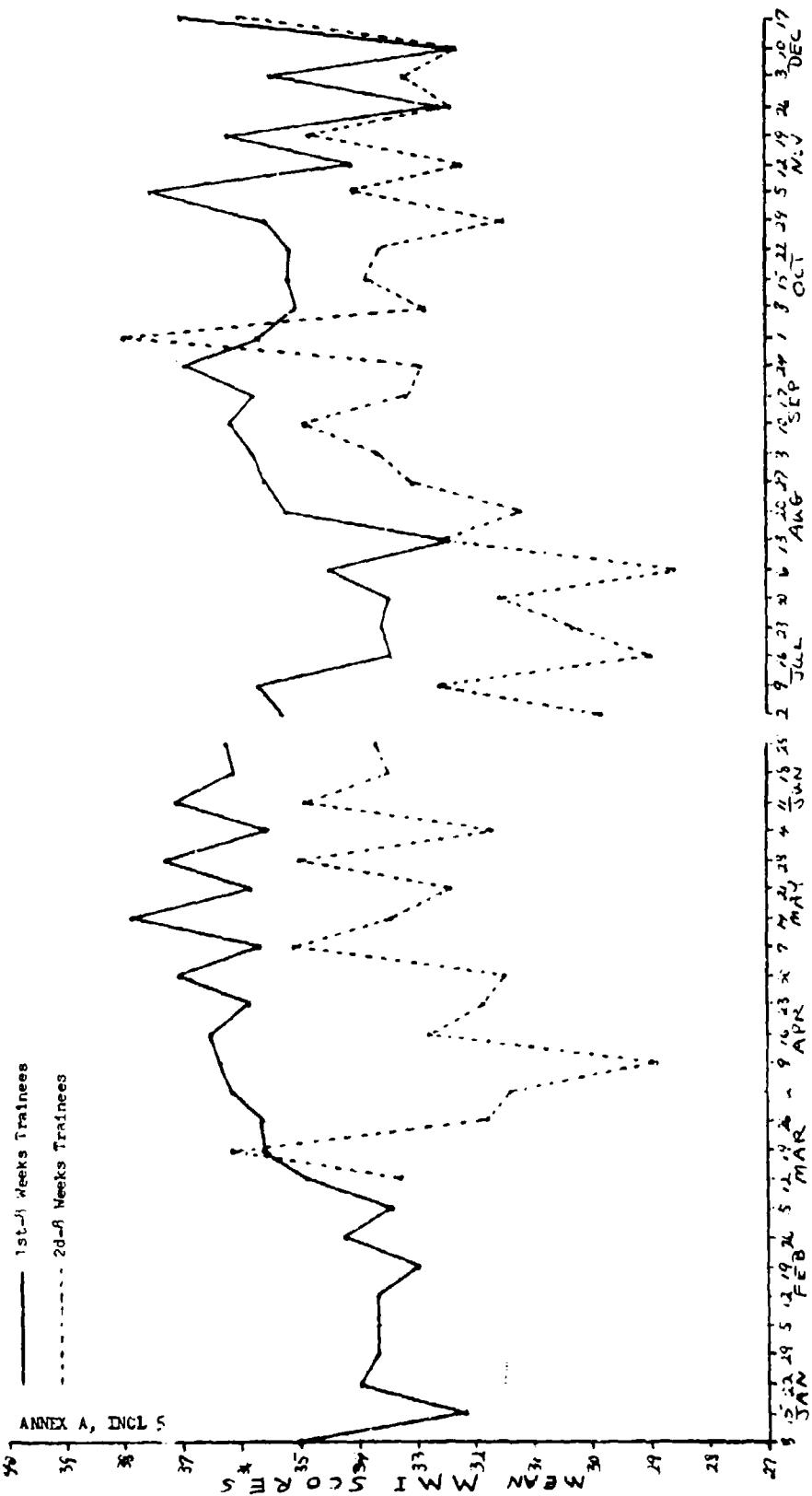
*Weighted by number of trainees measured.

TRAINER MORALE CY 72

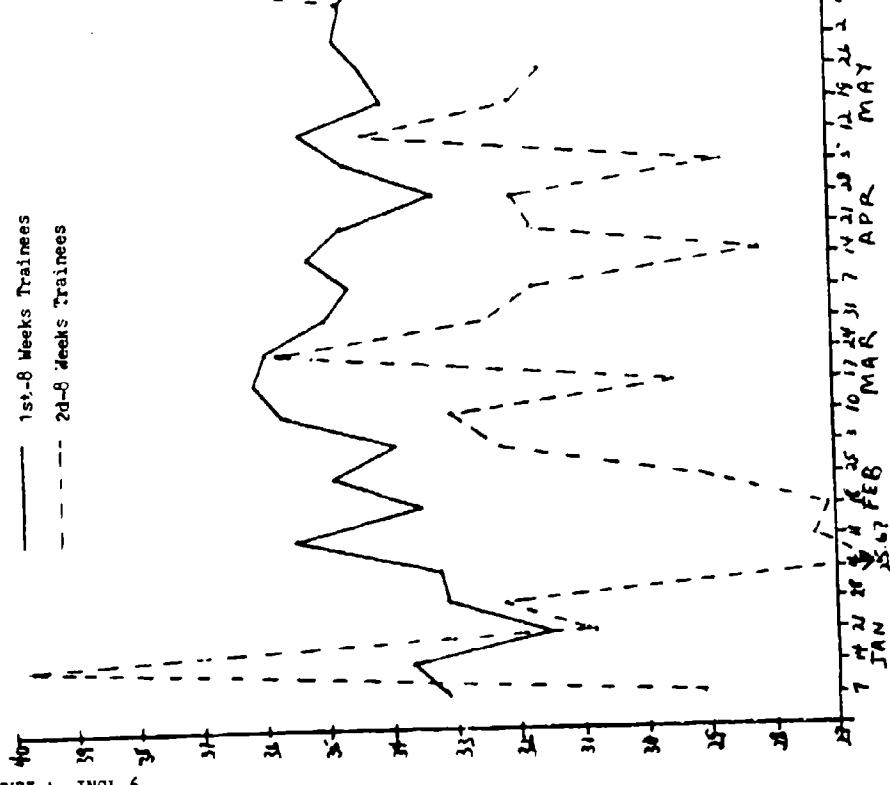
<u>Week of</u>	<u>BCT</u>			<u>AIT</u>		
	<u>No. of Companies</u>	<u>No. of Trainees</u>	<u>MMI Mean</u>	<u>No. of Companies</u>	<u>No. of Trainees</u>	<u>MMI Mean</u>
7 Jan 72	24	3300	33.16	4	360	29.17
14 Jan 72	23	3124	33.74	6	487	39.74
21 Jan 72	23	3260	31.51	5	306	30.80
28 Jan 72	23	3117	33.10	6	426	32.15
4 Feb 72	25	3552	33.20	5	402	25.67
11 Feb 72	23	3245	35.49	6	512	27.31
18 Feb 72	24	3359	33.56	5	414	27.08
25 Feb 72	23	3318	34.84	4	323	29.16
3 Mar 72	22	3442	33.85	5	451	32.28
10 Mar 72	22	3303	35.65	5	474	33.03
17 Mar 72	21	3114	36.05	5	623	29.49
24 Mar 72	20	2891	35.90	5	468	35.76
31 Mar 72	19	2805	34.94	5	719	32.50
7 Apr 72	15	2426	34.63	5	526	31.67
14 Apr 72	18	2623	35.24	4	527	28.16
21 Apr 72	20	3077	34.70	4	332	31.68
28 Apr 72	15	2304	33.21	5	627	32.00
5 May 72	21	3282	34.58	3	203	28.74
12 May 72	16	2398	35.32	3	340	34.27
19 May 72	20	2972	34.01	3	249	32.02
26 May 72	14	1965	34.31	3	299	31.56
2 Jun 72	19	2622	34.76	-	-	-
9 Jun 72	18	2644	34.71	4	243	34.77
16 Jun 72	20	2805	34.30	2	106	37.73
23 Jun 72	20	3241	33.60	1	89	29.33
30 Jun 72	21	3242	33.85	2	91	36.46
AVG			34.28*			31.46*

*Weighted by number of trainees measured.

THAI'EE MORALE CALENDAR YEAR 1971



TRAINER MORALE CALENDAR YEAR 1972



ANNEX A, INCL 6

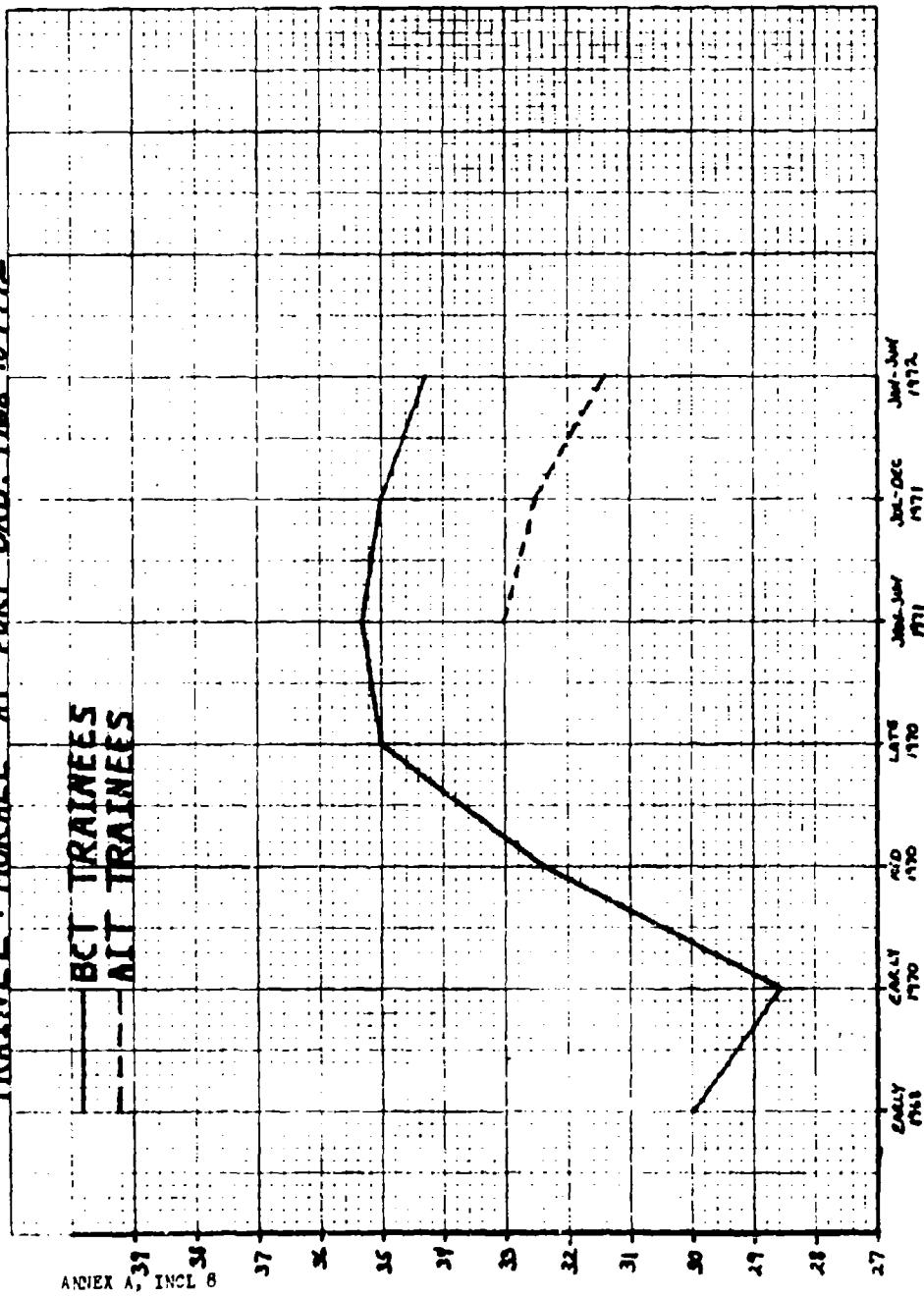
CALENDAR TIME SUMMARY OF TRAINEE

MOHGLE MEASUREMENT AT PORT ORD

<u>POINT IN TIME</u>	<u>1st-8 Weeks MMI MEAN</u>	<u>2d-8 Weeks MMI MEAN</u>
Early 1968	29.94*	No data
Early 1970	28.52*	No data
Mid 1970	32.59*	No data
Late 1970	35.01*	No data
Jan - Jun 1971	35.32*	33.05*
Jul - Dec 1971	35.03	32.50
Jan - Jun 1972	34.28	31.46

*Translated via MMI-MAACL equivalence table.

TRAINEE MORALE AT FORT ORD: 1968 TO 1972

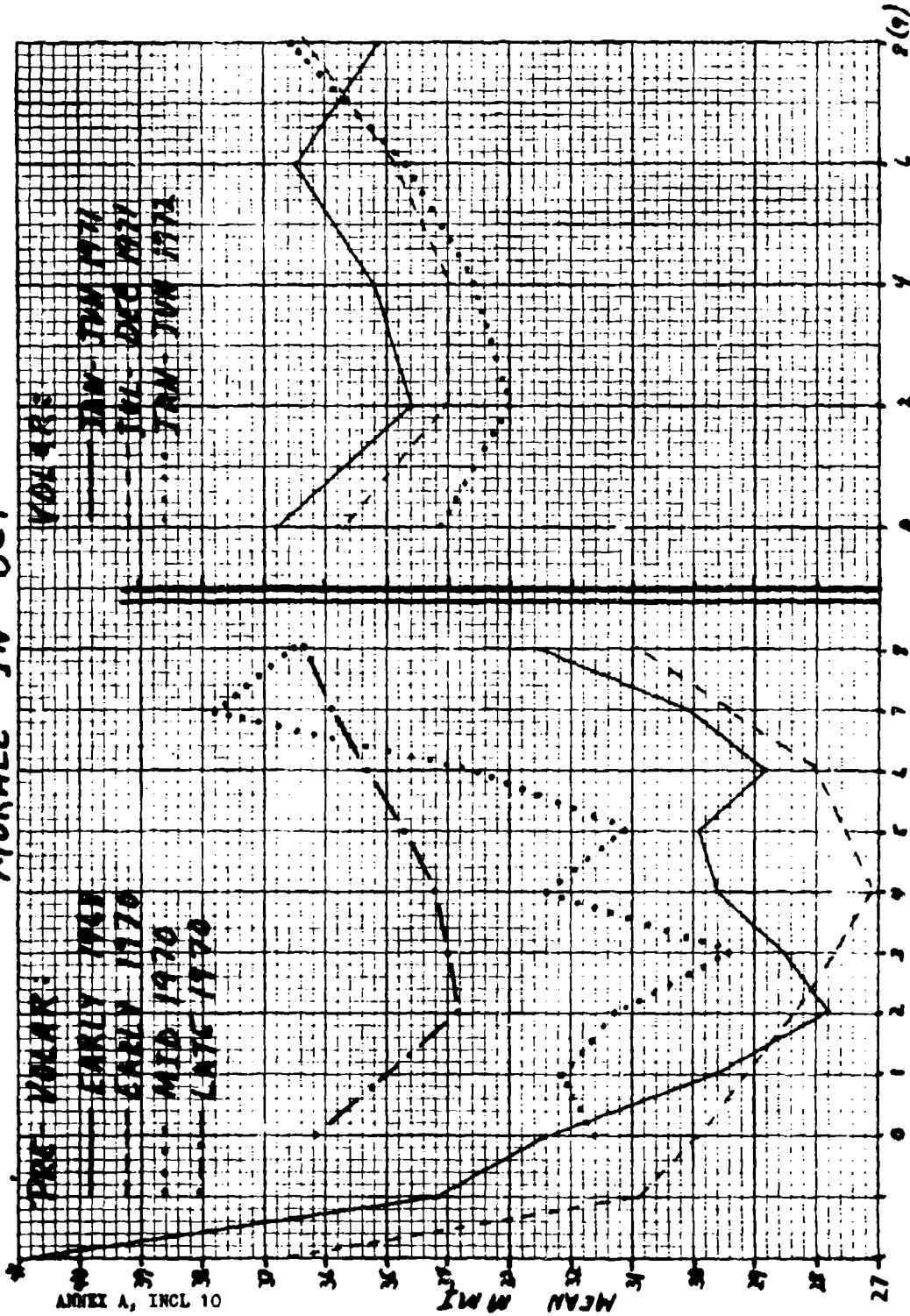


MORALE RESULTS BY WEEK OF TRAINING FOR SEVEN DIFFERENT TIME PERIODS AT PORT ORD

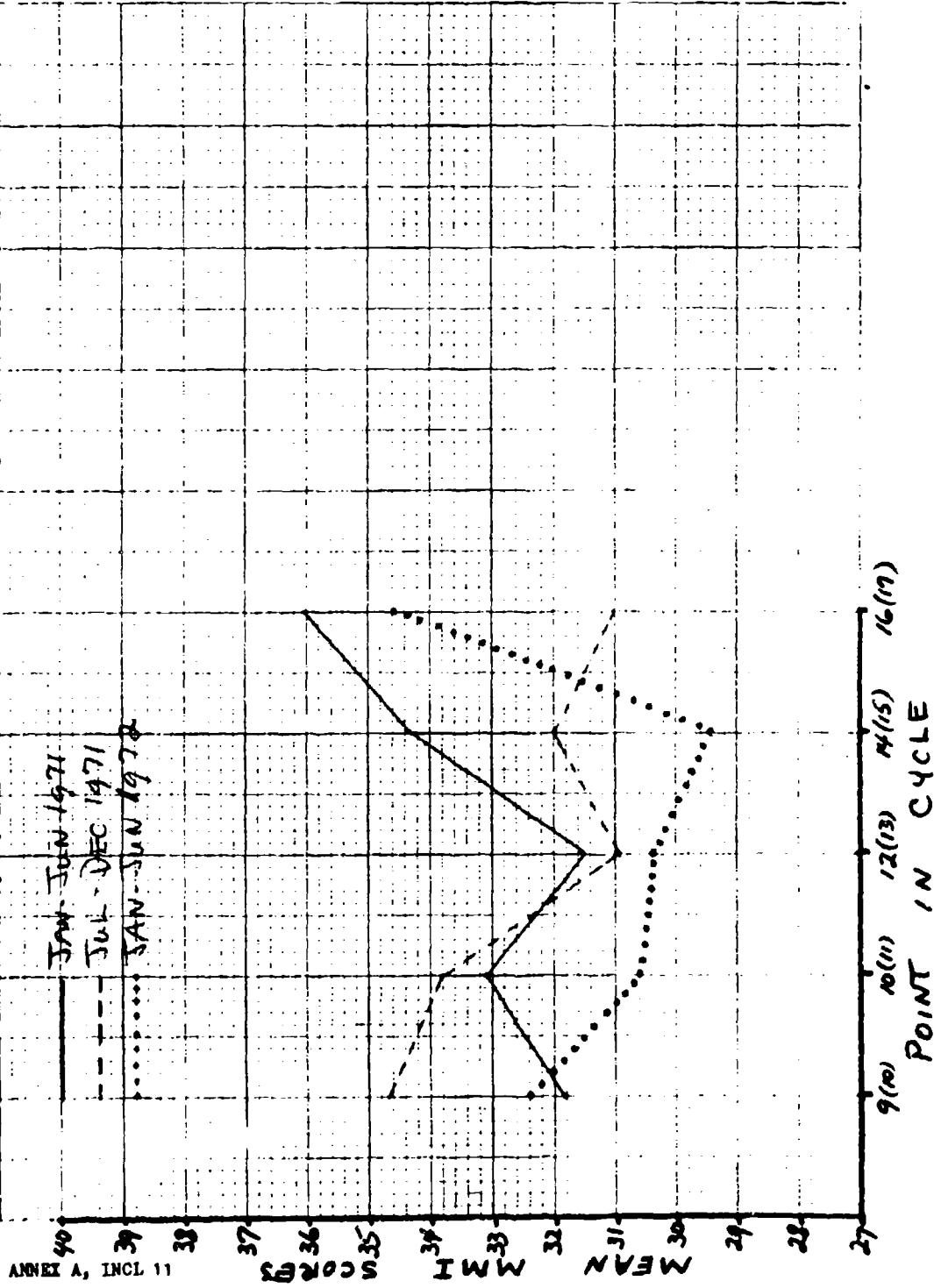
WEEK OF TRAINING	(Means are from MCL or equivalent; N = number of companies)						Jan - Jun 72 N MEAN	
	Early 1968		Mid 1970		Late 1970			
	N	MEAN	N	MEAN	N	MEAN		
Arrival	2	40.87	6	36.65				
Reception Station	2	34.14	5	30.92				
Full Week	2	32.37						
Week 1	2	29.66		13	31.59	46	36.77	
Week 2	2	27.80	6	28.35	13	31.33	41	
Week 3	2	26.54			13	29.46		
Week 4	2	29.63	6	27.10	13	32.34	31	
Week 5	2	29.87			13	31.08		
Week 6	2	28.94	6	27.98	13	33.51	21	
Week 7	2	30.07			13	37.84		
Week 8 (9)*	2	32.57	6	30.90	13	36.50	11	
Week 9 (10)							31	
Week 10 (11)							29	
Week 12 (13)							24	
Week 14 (15)							21	
Week 16 (17)							17	

*Weeks in parentheses reflect weeks measured under new ECT program (early 1972)

MORALE IN BCT



MORALE IN ALT



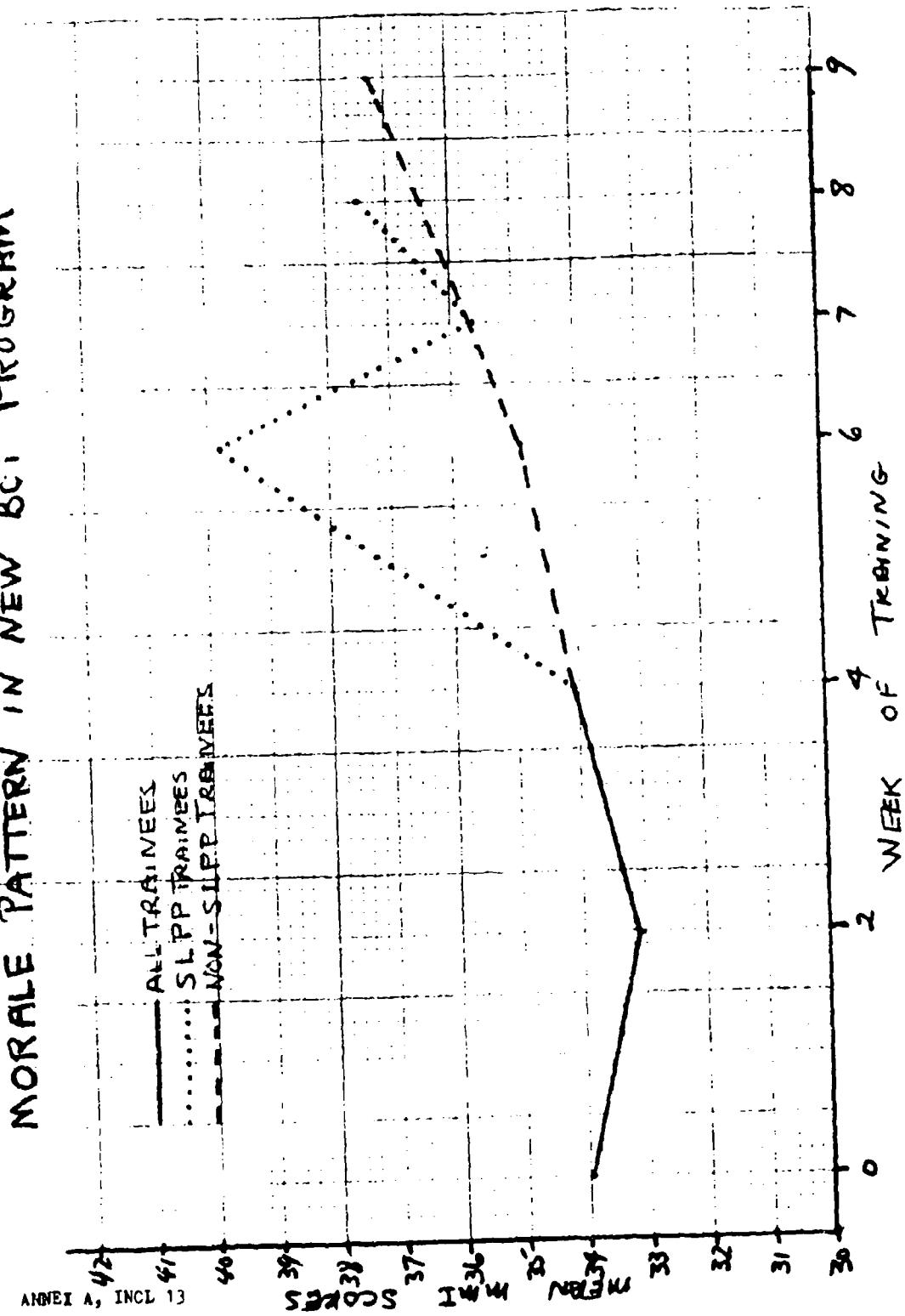
ANNEX A, INCL 11

MORALE PATTERN FROM ELEVEN CYCLES (40 COMPANIES)

COMPLETING THE NEW BCT PROGRAM

<u>WEEK MEASURED</u>	<u>NUMBER OF TRAINEES</u>	<u>MMI MEAN</u>
First Week	6503	33.94
Week 2	6346	33.08
Week 4	6380	34.09
Week 6 Non-SLPP	5104	34.88
SLPP	412	39.80
Week 7 (SLPP)	249	35.63
Week 8 (SLPP)	512	37.45
Week 9 (Non-SLPP)	4707	37.28

MORALE PATTERN IN NEW BCT PROGRAM

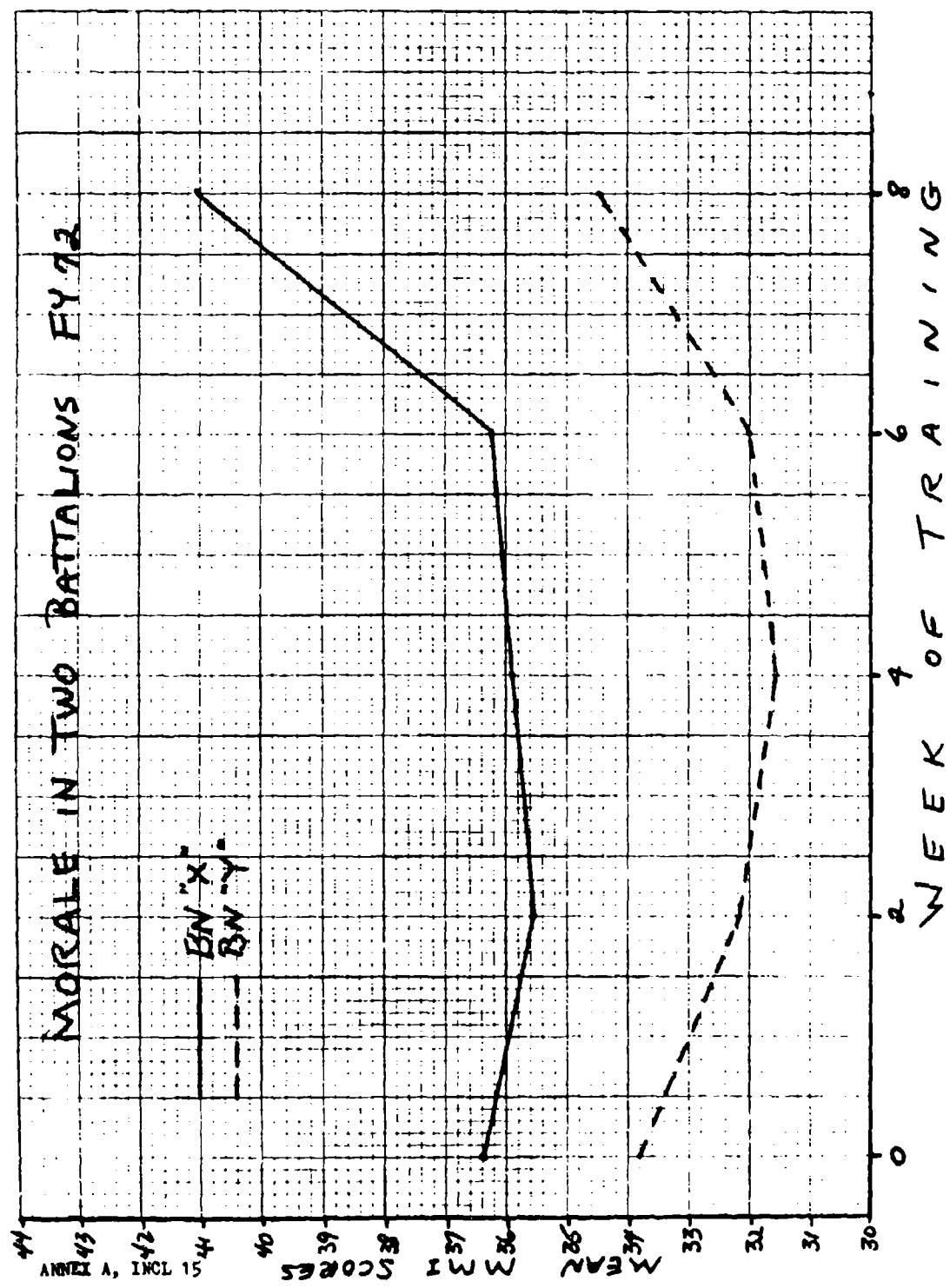


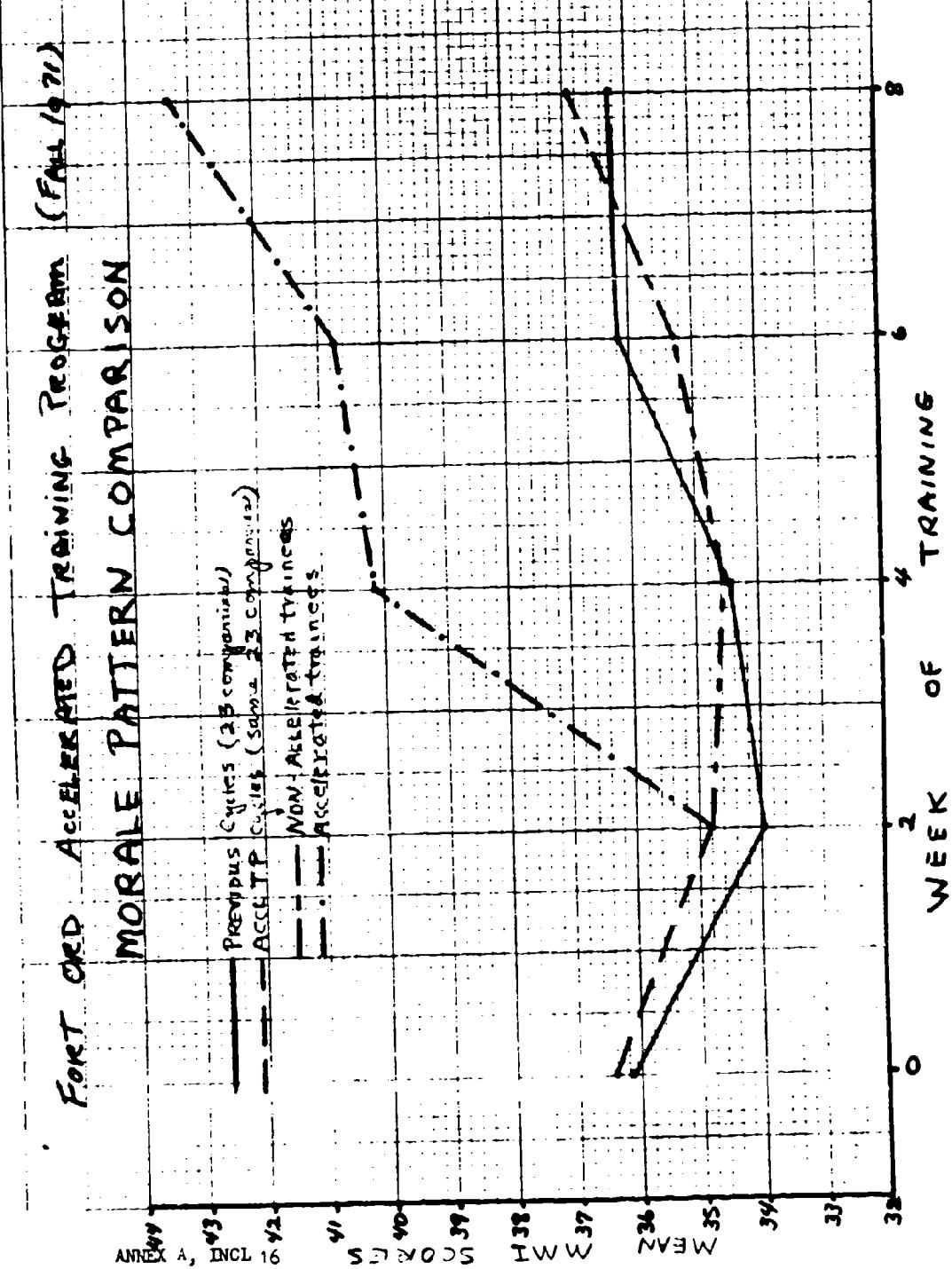
MMI RESULTS IN TWO BATTALIONS DURING FY 72

(TWELVE-MONTH PERIOD)

<u>WEEK OF TRAINING</u>	<u>BN "X"</u>		<u>BN "Y"</u>	
	<u>N</u>	<u>MEAN</u>	<u>N</u>	<u>MEAN</u>
First Week	2779	36.39	2839	33.80
Week 2	2473	35.56	2562	32.21
Week 4	2183	35.91	2629	31.58
Week 6	2057	36.23	2375	31.99
Week 8	2179	41.06	1823	34.47

NOTE: N = number of trainees measured.





ANNEX B (Trainee Attitude and Trainee Perception of the Training Environment) to Fort Ord Final Project VOLAR Evaluation

1. PURPOSE: To present ratings made by trainees of their attitudes and perceptions of the training environment during the course of Project VOLAR.

2. METHOD:

a. The Company Evaluation Inventory (CEI) was used to obtain trainee ratings of the training environment and of attitudes toward Army life. Inclosure 1 is a copy of the CEI used in BCT. Inclosure 2 is a copy of the CEI used in AIT beginning with the week of 31 March 1972. Inclosure 3 is the answer sheet for either form.

b. CEI results are tabulated in the form of median ratings for each item, for each part of the Inventory, and for the total 50-item aggregate. In addition, some 9 scales have been developed through cluster analysis. The designations for these scales and the accompanying item aggregates are listed at Inclosure 4.

c. CEI median values may range from 1.00 (least favorable rating) to 7.00 (most favorable rating). 4.00 is the midpoint of the scale. Each rating is the point on the 7-point scale below which 50% of the trainees rate the item and above which 50% of the trainees rate the item. Item reversals occur in the Inventory; however, the median ratings for these item reversals are themselves reversed, so that for all items in the Inventory, the higher the rating the more positive the opinion on the variable in question. (Note: For Item #61, the "austerity" cluster, the higher the rating, the less is the perceived austerity, and vice versa)

d. In presenting CEI data across units, the median ratings are averaged. That is, the values presented are means of medians.

e. The CEI was administered at 4-week intervals: Weeks 4, 8, 12, and 16. After the inception of the new training program, the CEI was administered in Weeks 4, 9, 13, and 17. SLPP trainees were administered the CEI in Week 8. Mid-cycle CEI data are regarded as "diagnostic" indicators for use by the unit commander and are not included in this report.

f. As with MMI scores, CEI results are fed back to unit commanders as soon as data processing is completed each week.

3. RESULTS:

a. Inclosure 5 represents the mean and standard deviation for each item on the Week 8 (or Week 9, under the new BCT program) administrations of the CEI for three six-month periods: Jan 71 thru Jun 71 (or FY 71); Jul 71 thru Dec 71 (or FY 72); and Jan 72 thru Jun 72 (or CY 72). In the last column is noted the direction in which the rating has moved from the FY 71 rating as a point of origin. For example, Item #3 received a lower rating in FY 72 than in FY 71; it received a higher rating in CY 72 than in FY 72. This movement is reflected in the direction of change column by a "-+".

b. The data at Inclosure 6 are from Week 16 (or Week 17) administrations of the CEI presented in the same format as Inclosure 5. The first twenty items of the AIT CEI were introduced during CY 72. Therefore, data on these items do not exist for the first two six-month periods. (For data on the original set of 20 items see Inclosure 4 of Annex B of the reference noted in paragraph 1, Annex A of this report).

c. Inclosures 7 and 8 chart attitude and re-enlistment intention in BCT units over the 18-month time period Project VOLAR was in effect at Fort Ord. Each "+" is a median rating for one company. The median ratings are averaged for each week, and the resultant means are joined by a dotted line tracing. Inclosures 9 and 10 are similar data for AIT units.

d. Inclosures 11 through 27 chart BCT ratings obtained over the 18-month period from selected CEI items of interest.

e. In 37 companies, SLPP trainees were administered the CEI upon completion of their eighth week of training. The CEI results from the SLPP trainees are compared with the CEI results obtained from non-SLPP trainees in the same companies at Inclosure 28.

Inclosures:

- 1 - CEI for BCT
- 2 - CEI for AIT
- 3 - CEI Answer Sheet
- 4 - Special Scales in the CEI
- 5 - CEI Norms and Comparisons: BCT
- 6 - CEI Norms and Comparisons: AIT
- 7 - Attitude in BCT Jan 71 - Jun 72
- 8 - Re-enlistment Intention in BCT Jan 71 - Jun 72
- 9 - Attitude in AIT Jan 71 - Jun 72
- 10 - Re-enlistment Intention in AIT Jan 71 - Jun 72
- 11 thru 27 - Selected CEI Items in BCT Jan 71 - Jun 72

Inclosures:

- 11 - CEI Item #1 (Soldiers Liked MRS)
- 12 - #2 (MRS Rules were Followed)
- 13 - #5 (Privileges Became Available)
- 14 - #14 (Privileges were Based on Merit Earnings)
- 15 - #16 (Cadre Respected the MRS)
- 16 - #21 (Lack of Harassment)
- 17 - #23 (Amount of Food)
- 18 - #25 (Quality of Training/Instruction)
- 19 - #27 (Amount of Sleep)
- 20 - #29 (DS Interest in Trainee Performance)
- 21 - #31 (Adequacy of Barracks Heating/Plumbing)
- 22 - #32 (Quality of Food)
- 23 - #34 (Amount of Physical Training)
- 24 - #38 (Choice in Hair-cut Style)
- 25 - #59 (Leadership/Training/Professionalism)
- 26 - #55 (Fidelity of MRS Administration)
- 27 - #61 (Lack of Austerity)
- 28 - CEI Comparison Between SLPP and Non-SLPP Trainees

COMPANY EVALUATION INVENTORY

As a soldier in Army training, you are requested to rate your company on how well it managed and conducted your training. In providing this evaluation of your company, it is not necessary for you to identify yourself by name. However, you are requested to do an accurate and conscientious job in making your ratings, since the information you provide is used by your unit and by the Directorate of Plans and Training in monitoring the Army training here.

The Inventory is divided into three parts:

- Part I: Merit Reward System Administration
- Part II: General Administration and Policy
- Part III: Soldier Attitude

There are a total of 50 statements in the Inventory. With each statement you may agree, disagree, or be undecided. If you agree with the statement you are to indicate whether you agree strongly, moderately, or slightly; if you disagree with the statement, you are to indicate whether you disagree strongly, moderately, or slightly. Use the following scale of numerals in making your agree-disagree ratings.

- 1 - Disagree strongly
- 2 - Disagree moderately
- 3 - Disagree slightly
- 4 - Undecided (neither agree nor disagree)
- 5 - Agree slightly
- 6 - Agree moderately
- 7 - Agree strongly

You are to indicate your agreement or disagreement with each statement by choosing one numeral for each item. Use your answer sheet to record your ratings. MAKE NO MARKS ON THIS INVENTORY BOOKLET.

Before you begin, record today's date, your unit, your platoon number and your week of training on the answer sheet in the designated places. Be certain that the item you are rating on the answer sheet corresponds with the item you are reading in the Inventory. Be sure to read each item carefully so that the rating you assign is what you intend.

There is no time limit. Do not omit any items. Try to do the most accurate job possible in rating your company (Parts I and II) and in rating your attitude (Part III). BEGIN.

ANNEX B
INCL 1

Best Available Copy

Part I: MERIT REWARD SYSTEM ADMINISTRATION

1. The soldiers liked the Merit Reward System as it operated in this company.
2. The "rules" and "agreements" of the Merit Reward System were observed by the cadre.
3. The soldiers did not understand what was required of them to earn merits.
4. Each soldier's merit earnings were accurately recorded and made known to the soldier on a day-by-day basis.
5. Privileges did become available as promised.
6. How well the soldier performed, and how good his conduct and appearance were, did in fact determine how many merits the soldier received.
7. The weekly merit-earning schedule made clear to the soldiers on exactly what training activities merits could be earned.
8. Detail rosters for weekend duties were published in advance, thus permitting the soldier to plan a week ahead.
9. The soldiers never had a very good idea of how many merits they had.
10. The cadre worked hard at trying to follow common, uniform standards in assigning merits.
11. Whenever there was a change in the week's merit-earning schedule or in the week's privilege availability, the soldiers were informed in advance.
12. Merits were recorded soon after they were earned.
13. When a soldier failed to receive a merit on the Morning Inspection or on the Daily DJ Evaluation, he was told what was wrong and how he must improve.
14. Weekend privileges were in fact based upon merit-earnings.
15. Merits awarded for platoon barracks inspections caused soldiers to help each other, thus developing teamwork.
16. It was quite clear that the cadre had respect for the Merit Reward System as a means of rewarding proper behavior and good performance in the soldier.
17. When a soldier with sufficient merits had his weekend privilege withheld, the Drill Sergeant had a good reason for doing so.
18. Weekend privileges were frequently given to soldiers without respect to their merit-earnings.
19. Frequently the Drill Sergeant would tell the soldier when he (the soldier) did an exceptionally good job at something.
20. Soldiers were selected for promotion according to the "upper-35% rule" of merit earners. (Or, if you are in the 9th to 16th week of infantry training, rate this item instead: "Soldiers were selected for promotion according to how rapidly they advanced in the training.")

Part III: GENERAL ADMINISTRATION AND POLICY

21. There was a lot of harassment of the soldiers in this company.
22. The Training Improvement Seminar was an effective means of communication between the Company Commander and his men.
23. The soldiers always received a complete meal.
24. The dayroom was not regularly available to the soldiers for recreation and relaxation.
25. The training and instruction received were good.
26. The cadre were generally understanding of the needs and problems of the men.
27. It was usually possible to get eight hours of sleep a night.
28. The soldiers were unnecessarily rushed through chow.
29. The Drill Sergeants seemed to really care about how much the soldiers learned and how well the soldiers performed.
30. Military courtesy and discipline met high standards in this company.
31. The plumbing and heating equipment in the barracks were kept in good working order.
32. The food was well prepared and was appetizing.
33. Orderly room personnel readily assisted soldiers with legitimate problems.
34. There was not enough physical training and physical conditioning.
35. The Company Commander really looked after the welfare of his men.
36. The soldiers were treated as men.
37. The soldiers were teased and harassed about going on sick call.
38. The soldiers were able to select their choice of the authorized hair-cut styles.
39. The company encouraged participation in informal athletics and recreation.
40. Company officers and cadre did a good job of keeping the soldiers informed about training events and policies.

TURN TO NEXT PAGE

Part III: SOLDIER ATTITUDE

41. To me, the training has been a worthwhile experience.
42. My morale was high during most of the cycle.
43. I have a better opinion of the Army now than when I first arrived at Fort Ord.
44. I wish now that I were in one of the other Armed Services instead of the Army.
45. Because of the training, I have developed more confidence and self-respect.
46. My training experience increases the chances that I will choose to stay in the Army beyond my original term of service.
47. The training has caused me to feel discouraged about our nation's Army and the people in it.
48. I have learned lots of new things from the training that will be of help to me later on.
49. I feel lucky to have been assigned to this particular company for training.
50. The training has taken more away from me than it has given to me.

DO NOT MAKE ANY MARKS IN THIS BOOKLET

B-T-L

To a soldier in Advanced Individual Training, Infantry, you are requested to rate your opinion on various aspects of Army life, company leadership and administration, the training you have received in AIT, etc. In making these ratings, it is not necessary for you to identify yourself by name. However, you are requested to do an accurate and conscientious job in making your ratings, since the information you provide is used by your unit and by the Directorate of Plans and Training in monitoring the Army training here.

The Inventory is divided into four sections:

- Items 1-10: Special Interest Items
- Items 11-20: Infantry
- Items 21-40: Company Administration, Leadership, and Training
- Items 41-50: Soldier Attitude

There are a total of 50 statements in the Inventory. With each statement you may agree, disagree, or be undecided. If you agree with the statement you are to indicate whether you agree strongly, moderately, or slightly; if you disagree with the statement, you are to indicate whether you disagree strongly, moderately, or slightly. Use the following scale of numerals in making your agree-disagree ratings.

- 1 = Disagree strongly
- 2 = Disagree moderately
- 3 = Disagree slightly
- 4 = Undecided (neither agree or disagree)
- 5 = Agree slightly
- 6 = Agree moderately
- 7 = Agree strongly

You are to indicate your agreement or disagreement with each statement by choosing one and only one numeral for each item. Use your answer sheet to record your ratings. MAKE NO MARKS ON THIS INVENTORY BOOKLET.

Before you begin, record today's date, your unit, your platoon number and your week of training on the answer sheet in the designated places. Be certain that the item you are rating on the answer sheet corresponds with the item you are reading in the Inventory. Be sure to read each item carefully so that the rating you assign is what you intend.

There is no time limit. Do not omit any items. Try to do the most accurate job possible in making your ratings. BEGIN.

ANNEX B
INCL 2

SPECIAL INTEREST ITEMS

1. To continue as a great nation, we must maintain a strong Army.
2. Having an all-volunteer Army is a good idea.
3. I use drugs routinely (other than alcohol and tobacco).
4. The Army pay scale is quite fair.
5. In growing up, my childhood and home life were happy.
6. I am planning to advance my civilian education while I am in the Army.
7. People on the Monterey Peninsula are friendly and cordial to soldiers.
8. There are fewer racial problems in my unit than in the high school I attended.
9. I use alcohol routinely.
10. The training in AIT is better than it was in ECT.

THE INFANTRY

11. There is glamour, excitement and adventure in becoming a combat arms soldier.
12. The Infantry builds confidence and pride -- makes you glad you are a part of the real action.
13. I like the study, handling and firing of weapons.
14. The Infantry is made up of damn good men.
15. The Infantry trains with modern, up-to-date equipment.
16. Infantry training makes you tough and rugged -- able to stand on your own two feet.
17. In growing up, I had daydreams of being a war hero.
18. The Infantry does not turn me on.
19. I would like to go Airborne and on to Special Forces or Ranger Training.
20. If you're not Infantry, you're second best.

COMPANY ADMINISTRATION, LEADERSHIP, AND TRAINING

21. There was a lot of harassment of the soldiers in this company.
22. The Training Improvement Seminar was an effective means of communication between the Company Commander and his men.
23. The soldiers always received a complete meal.
24. The dayroom was not regularly available to the soldiers for recreation and relaxation.
25. The training and instruction received were good.
26. The cadre were generally understanding of the needs and problems of the men.
27. It was usually possible to get eight hours of sleep a night.
28. The soldiers were unnecessarily rushed through chow.
29. The Drill Sergeants seemed to really care about how much the soldiers learned and how well the soldiers performed.
30. Military courtesy and discipline met high standards in this company.
31. The plumbing and heating equipment in the barracks were kept in good working order.
32. The food was well prepared and was appetizing.
33. Orderly room personnel readily assisted soldiers with legitimate problems.
34. There was not enough physical training and physical conditioning.
35. The Company Commander really looked after the welfare of his men.
36. The soldiers were treated as men.
37. The soldiers were teased and harassed about going on sick call.
38. The soldiers were able to select their choice of the authorized haircut styles.
39. The company encouraged participation in informal athletics and recreation.
40. Company officers and cadre did a good job of keeping the soldiers informed about training events and policies.

SOLDIER ATTITUDE

41. To me, the training has been a worthwhile experience.
42. My morale was high during most of the cycle.
43. I have a better opinion of the Army now than when I first arrived at Fort Ord.
44. I wish now that I were in one of the other Armed Services instead of the Army.
45. Because of the training, I have developed more confidence and self-respect.
46. My training experience increases the chances that I will choose to stay in the Army beyond my original term of service.
47. The training has caused me to feel discouraged about our nation's Army and the people in it.
48. I have learned lots of new things from the training that will be of help to me later on.
49. I feel lucky to have been assigned to this particular company for training.
50. The training has taken more away from me than it has given to me.

DO NOT MAKE ANY MARKS IN THIS BOOKLET

**COMPANY EVALUATION INVENTORY
ANSWER SHEET**

INSTRUCTIONS:

- INDICATE YOUR UNIT, DATE AND WEEK OF TRAINING.
- RATE YOUR DEGREE OF AGREEMENT WITH EACH OF THE 50 ITEMS LISTED IN THE ACCOMPANYING BOOKLET.
- CHECK IN CHOICES FIRMLY.
- USE PENCIL PROVIDED.
- ERASE ERRORS COMPLETELY.
- MAKE NO STRAY MARKS.

WEEK OF TRAINING

<input type="checkbox"/>	10	11	12	13	14	15	16	17	18	19	20
<input type="checkbox"/>	21	22	23	24	25	26	27	28	29	30	31

COPY	UNIT		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MONTH	YEAR		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DATE _____

DISAGREE

AGREE

DISAGREE

AGREE

PART I	STRONGLY			MODERATELY			SLIGHTLY			UNDECIDED
	1	2	3	4	5	6	7			
1	<input type="checkbox"/>									
2	<input type="checkbox"/>									
3	<input type="checkbox"/>									
4	<input type="checkbox"/>									
5	<input type="checkbox"/>									
6	<input type="checkbox"/>									
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14	<input type="checkbox"/>									
15	<input type="checkbox"/>									
16	<input type="checkbox"/>									
17	<input type="checkbox"/>									
18	<input type="checkbox"/>									
19	<input type="checkbox"/>									
20	<input type="checkbox"/>									

PART II

21	<input type="checkbox"/>									
22	<input type="checkbox"/>									
23	<input type="checkbox"/>									
24	<input type="checkbox"/>									
25	<input type="checkbox"/>									

COPY	UNIT		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MONTH	YEAR		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART III	STRONGLY			MODERATELY			SLIGHTLY			UNDECIDED
	1	2	3	4	5	6	7			
26	<input type="checkbox"/>									
27	<input type="checkbox"/>									
28	<input type="checkbox"/>									
29	<input type="checkbox"/>									
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47	<input type="checkbox"/>									
48	<input type="checkbox"/>									
49	<input type="checkbox"/>									
50	<input type="checkbox"/>									

ANNEX B, INCL 3

DESIGNATION AND COMPOSITION OF SPECIAL SCALES IN THE CBI

<u>DESIGNATION</u>	<u>ITEM COMPOSITION</u>	<u>NAME/CONTENT</u>
Item # 51	1 thru 20	MRS administration
52	21 thru 40	Company policy/administration
53	41 thru 50	Attitude
54	1 thru 50	Entire CBI
55	1,2,5,6,10,15,16,17	Fidelity of MRS execution
56	4,9,12	Care in recording merits
57	3,7,11,13	Explicitness of behaviors required
58	23,32	Food
59	25,26,29,30,33,36,40	Leadership/training/professionalism
60	22,35,39	Company commander leadership
61	21,27,38	(Lack of) austerity
62	41,42,43,45,48,50	Attitude
63	44,47	Patriotism?

WEEK 8(9) CEI NORMS AND COMPARISONS OF TIME PERIODS

(N = Number of companies)

ITEM #	FY N = 125		FY N = 123		CY N = 103		DIRECTION OF CHANGES
	MEAN	SD	MEAN	SD	MEAN	SD	
1	4.97	.09	4.64	.04	3.99	.22	--
2	5.13	.86	4.90	.86	4.78	.89	--
3	5.29	.63	5.24	.66	5.27	.61	--
4	4.61	1.30	4.21	1.28	3.42	1.35	--
5	5.60	.91	5.19	.99	4.94	1.13	--
6	5.48	.71	5.43	.65	5.49	.62	--
7	4.79	.73	4.55	.79	4.33	.93	--
8	4.19	1.21	3.84	1.26	3.26	1.18	--
9	5.31	.70	5.11	.71	4.75	.84	--
10	4.82	.73	4.68	.74	4.69	.62	--
11	4.37	.89	4.16	.87	3.71	.84	--
12	5.05	.73	4.71	.83	4.35	.92	--
13	5.15	.82	4.93	.79	4.83	.87	--
14	6.19	.48	5.84	.59	5.63	.96	--
15	5.02	.73	4.90	.70	4.84	.65	--
16	4.63	.89	4.65	.76	4.60	.72	--
17	5.29	.66	5.05	.72	4.91	.69	--
18	5.16	.68	4.72	.71	4.47	.84	--
19	4.60	.75	4.59	.77	4.51	.77	--
20	4.74	.99	4.70	.81	4.47	.84	--
21	5.02	.98	4.51	.92	4.20	.85	--
22	4.22	.81	3.99	.75	3.70	.79	--
23	3.25	1.29	3.83	1.19	3.93	1.26	--
24	4.24	1.30	3.95	1.19	3.33	1.07	--
25	5.13	.60	5.32	.65	5.54	.54	--
26	4.67	.89	4.43	.86	4.35	.84	--
27	4.30	1.14	3.23	1.26	2.78	1.16	--
28	3.57	.85	3.42	.86	3.14	.73	--
29	5.19	.64	5.11	.71	5.25	.64	--
30	4.89	.81	5.09	.81	5.30	.73	--
31	3.03	1.50	3.33	1.27	3.78	1.28	--
32	3.24	1.24	3.71	1.20	3.54	1.21	--
33	4.50	.62	4.55	.67	4.47	.58	--
34	4.20	.81	4.75	.83	4.95	.77	--
35	5.32	1.04	4.94	1.01	4.99	1.22	--
36	4.86	.99	4.74	.87	4.67	.59	--
37	3.84	.90	3.66	.94	3.16	.53	--
38	5.04	1.00	3.87	1.53	3.36	1.29	--
39	4.34	.71	4.11	.89	3.90	.93	--
40	4.98	.87	4.87	.81	4.81	.79	--
41	5.22	.70	5.16	.75	5.69	.70	--
42	4.46	.99	4.59	.86	4.44	.86	--
43	4.29	.80	4.51	.83	4.58	.82	--
44	4.27	.40	4.16	.63	4.46	.49	+0
45	4.76	.50	5.07	.67	5.26	.56	--

WEEK 8(9) CKI MEANS AND COMPARISONS OF TIME PERIODS
(N = Number of companies)

ITEM #	PT N = 125		PT N = 183		CT N = 103		DIRECTION OF CHANGE
	MEAN	SD	MEAN	SD	MEAN	SD	
46	2.02	.87	2.95	.97	2.70	.96	-
47	4.22	.53	4.42	.69	4.50	.98	++
48	4.58	.57	4.89	.68	5.09	.84	++
49	5.68	.92	5.35	.87	5.47	.88	++
50	4.91	.72	5.15	.74	5.30	.70	++
Special scales							
51	5.01	.64	4.80	.66	4.56	.66	-
52	4.39	.62	4.27	.68	4.16	.56	++
53	4.14	.58	4.69	.67	4.75	.63	++
54	4.65	.58	4.57	.64	4.44	.58	-
55	5.12	.73	4.93	.71	4.78	.70	-
56	4.92	.85	4.68	.87	4.17	.97	++
57	4.90	.68	4.72	.68	4.53	.72	++
58	3.25	1.22	3.77	1.16	3.74	1.18	++
59	4.89	.65	4.87	.68	4.91	.57	++
60	4.63	.75	4.35	.78	4.20	.84	-
61	4.79	.87	3.87	1.03	3.45	.85	--
62	4.70	.65	4.95	.70	5.06	.66	++
63	4.25	.43	4.08	.63	4.48	.51	++

NOTE: Direction of change:
 - = down from previous mean
 + = up from previous mean
 0 = no change

WEEK 16 (17) GEI NORMS AND COMPARISONS OF TIME PERIODS

(N = Number of companies)

ITEM #	FY71 N=17		FY72 N=48		CT72 N=21*		INCREASION OF CHARGE
	MEAN	SD	MEAN	SD	MEAN	SD	
1					5.63	1.04	
2					6.10	.74	
3					5.80	.99	
4					4.09	.51	
5					6.32	.55	
6					5.04	1.05	
7					3.67	.71	
8					3.65	.98	
9					4.25	.58	
10					5.34	.86	
11					3.59	.88	
12					4.20	1.09	
13					4.82	1.03	
14					4.64	.96	
15					4.86	.81	
16					4.94	1.01	
17					3.38	1.20	
18					3.22	1.01	
19					2.76	.99	
20					4.01	1.30	
21	4.79	1.02	3.90	.54	3.54	1.21	
22	4.37	.76	3.73	.78	3.93	.67	++
23	4.36	1.30	4.00	.78	4.03	1.12	++
24	4.63	.87	3.83	.79	3.83	.87	++
25	4.95	.76	4.44	.46	5.27	.75	++
26	4.65	1.01	3.65	.64	4.21	1.14	--
27	3.69	1.18	2.76	.84	2.24	1.16	--
28	4.69	.66	4.11	.50	4.09	.94	--
29	4.73	.93	4.11	.51	4.70	1.02	--
30	4.84	.81	4.28	.58	4.68	1.09	--
31	3.78	1.29	3.57	1.04	3.54	1.35	--
32	4.42	1.41	3.85	.82	3.51	1.08	--
33	4.68	.58	4.10	.44	4.40	.69	--
34	3.88	.55	4.21	.46	4.56	.75	--
35	5.19	1.13	4.40	.93	4.77	1.06	--
36	4.84	.97	4.04	.63	3.93	.89	--
37	4.74	.69	4.09	.40	3.87	.88	--
38	5.08	.79	3.59	1.02	3.08	1.26	--
39	4.18	.92	3.68	.60	3.86	1.12	--
40	5.13	.88	4.27	.53	4.63	.79	--

The first 20 items are new, having been introduced in CT 72.

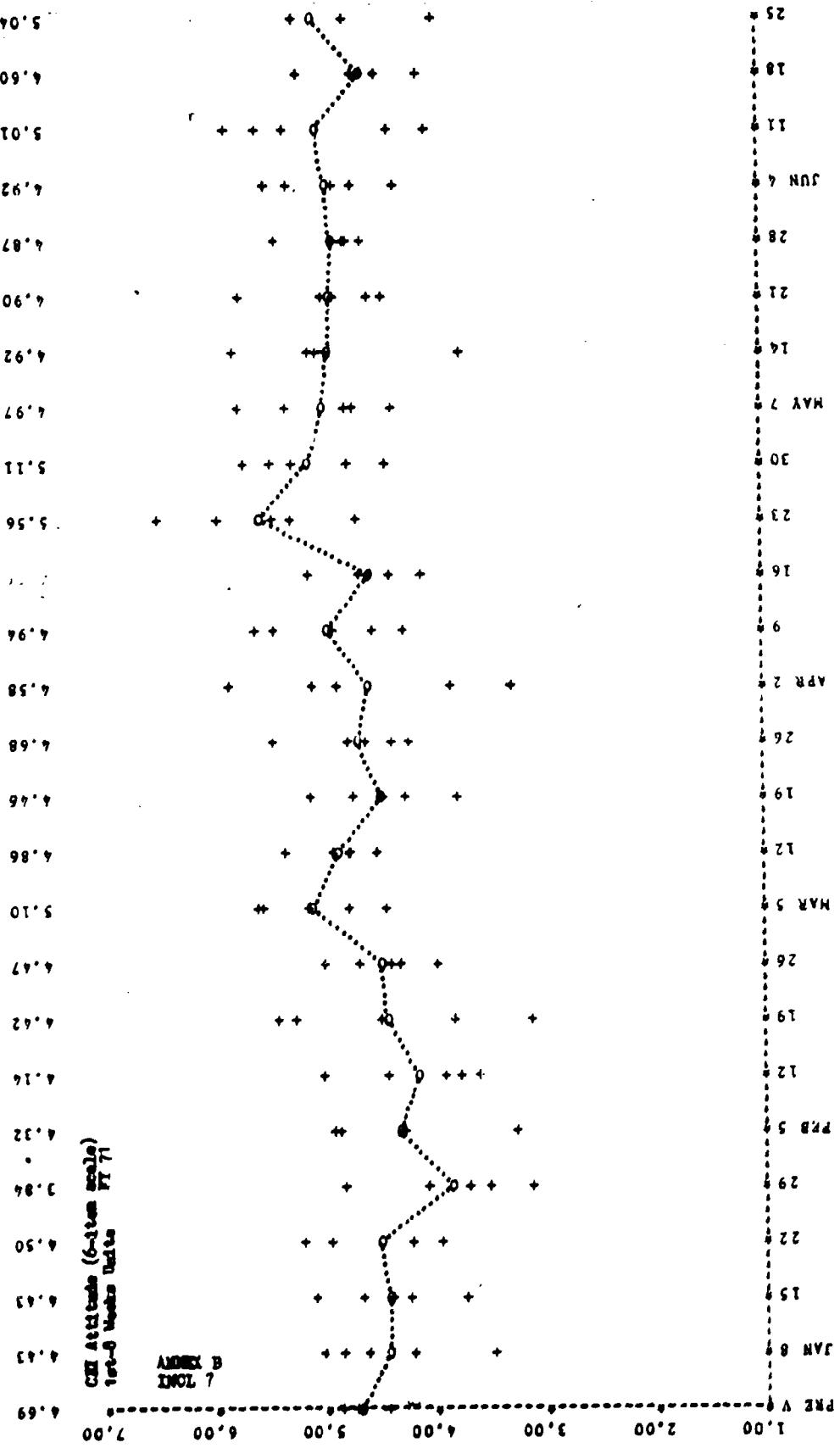
WEEK 16 (17) CEI NORMS AND COMPARISONS OF TIME PERIODS

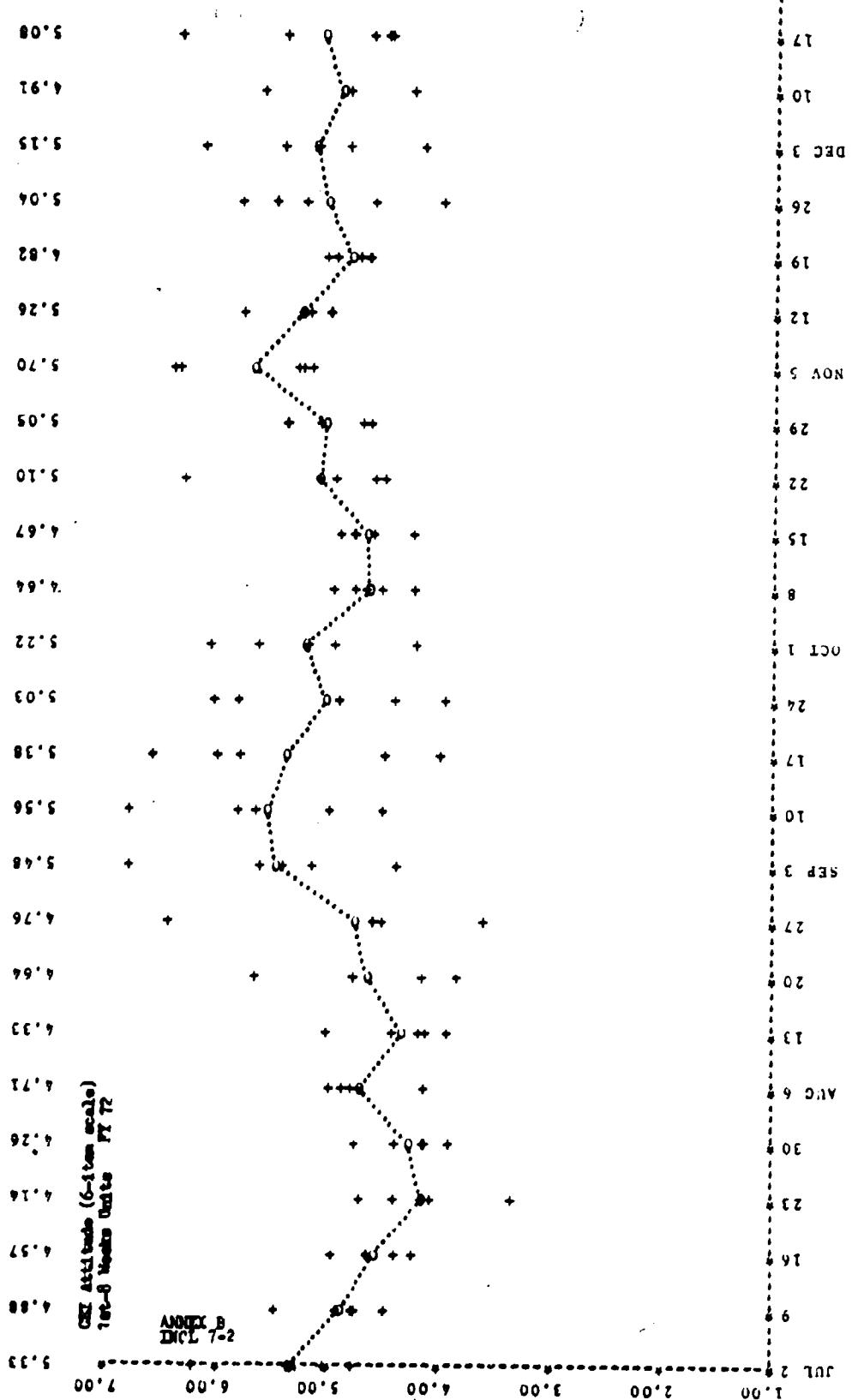
(N = Number of companies)

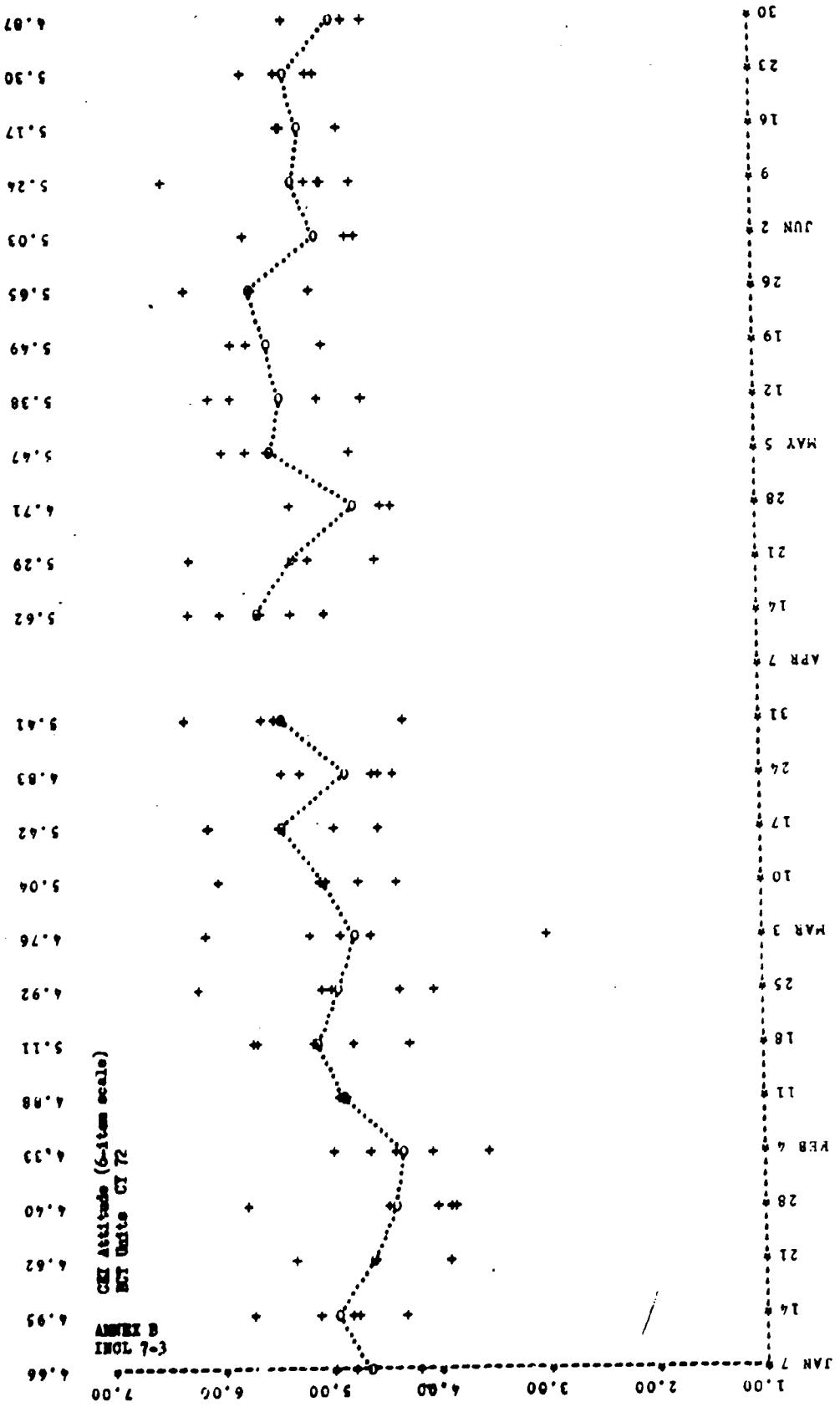
ITEM #	FY71 N=17		FY72 N=48		CY72 N=21*		DIRECTION OF CHANGE
	MEAN	SD	MEAN	SD	MEAN	SD	
41	4.78	.72	4.25	.60	5.16	1.06	-+
42	4.29	.90	3.73	.75	3.98	1.14	-+
43	4.17	.71	3.73	.65	4.26	1.08	-+
44	4.04	.39	3.92	.22	4.22	.49	-+
45	4.59	.57	4.25	.47	5.07	.76	-+
46	2.69	1.18	2.72	.90	2.70	1.03	++
47	4.20	.64	3.91	.36	4.21	.64	-+
48	4.28	.70	4.13	.48	4.67	.92	-+
49	4.60	1.08	3.95	.90	4.13	1.30	-+
50	4.52	.63	4.22	.35	4.75	.73	-+
Scales of items							
51	4.86	.78	4.09	.45			
52	4.58	.72	3.93	.35	4.03	.68	-+
53	4.22	.65	3.88	.42	4.31	.82	-+
54	4.62	.71	3.98	.36			
55	4.92	.84	4.05	.55			
56	4.82	1.00	4.03	.58			
57	4.98	.77	4.19	.42			
58	4.39	1.34	3.93	.75	3.77	1.06	--
59	4.83	.78	4.13	.44	4.55	.81	-+
60	4.58	.84	3.94	.62	4.19	.80	-+
61	4.52	.85	3.41	.58	2.95	1.09	--
62	4.14	.62	4.05	.45	4.65	.88	-+
63	4.12	.50	3.92	.23	4.21	.55	-+

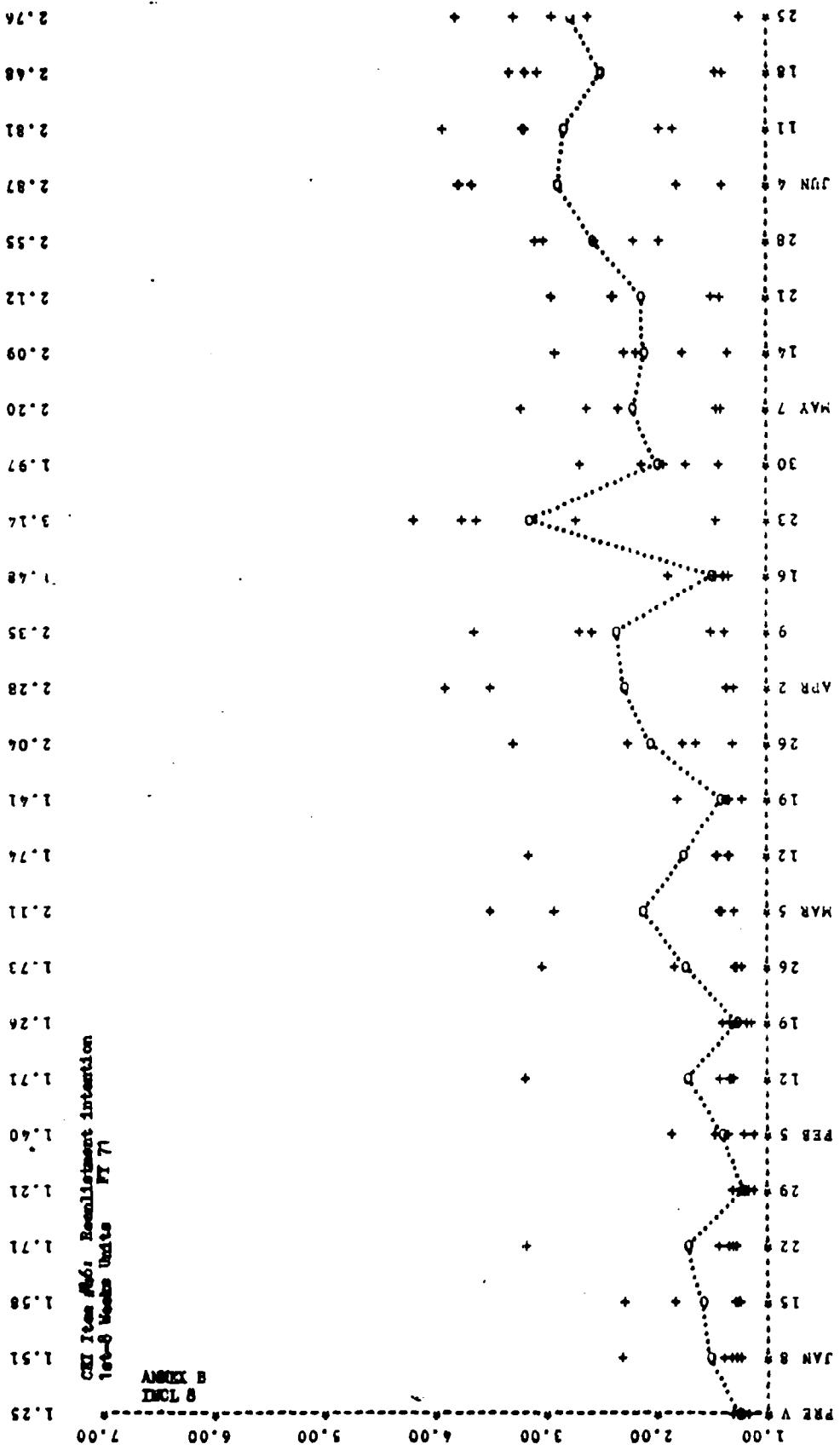
*For first twenty items, N=12.

Note: Direction of change:
 - = down from previous mean
 + = up from previous mean
 0 = no change





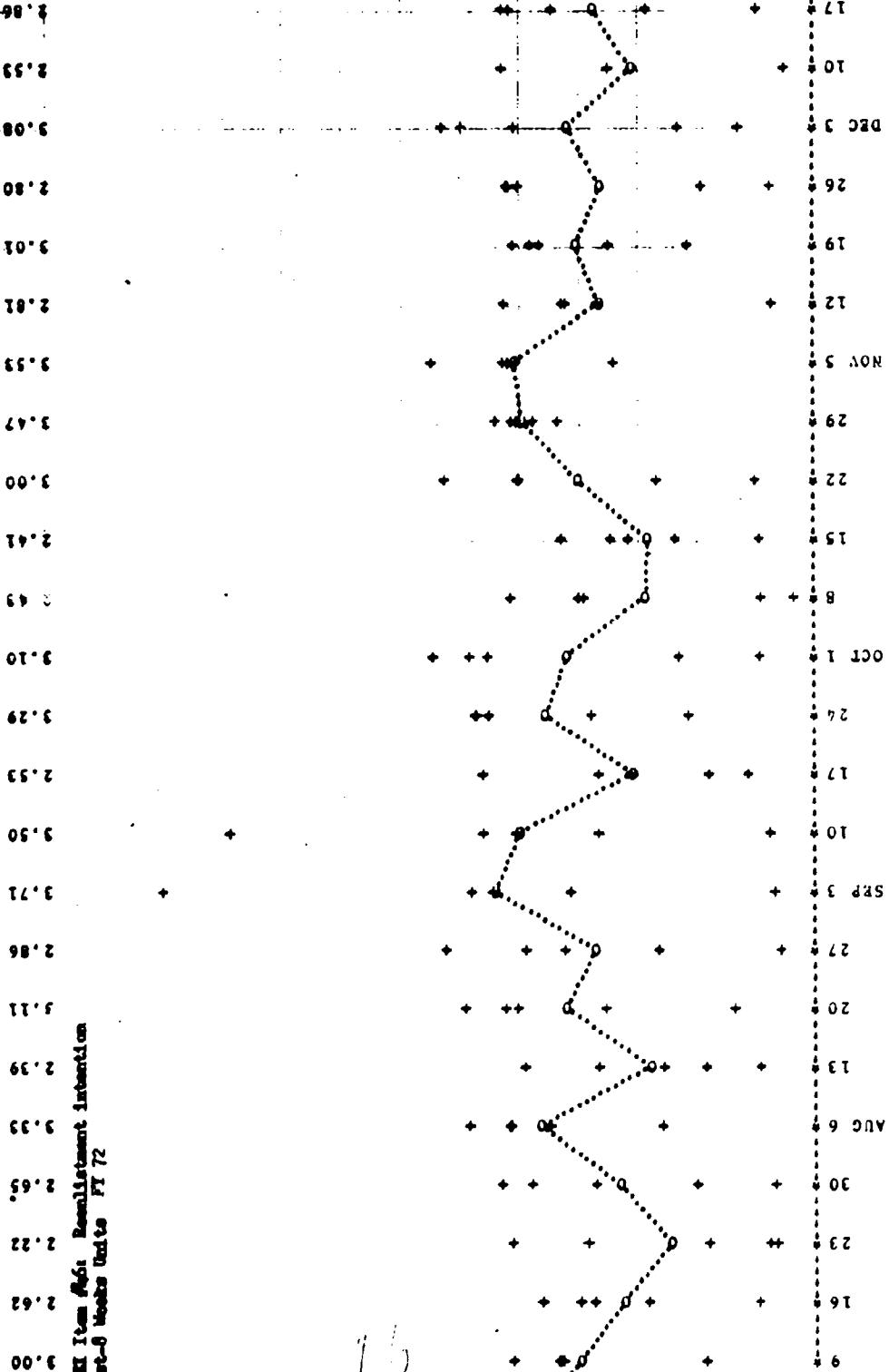


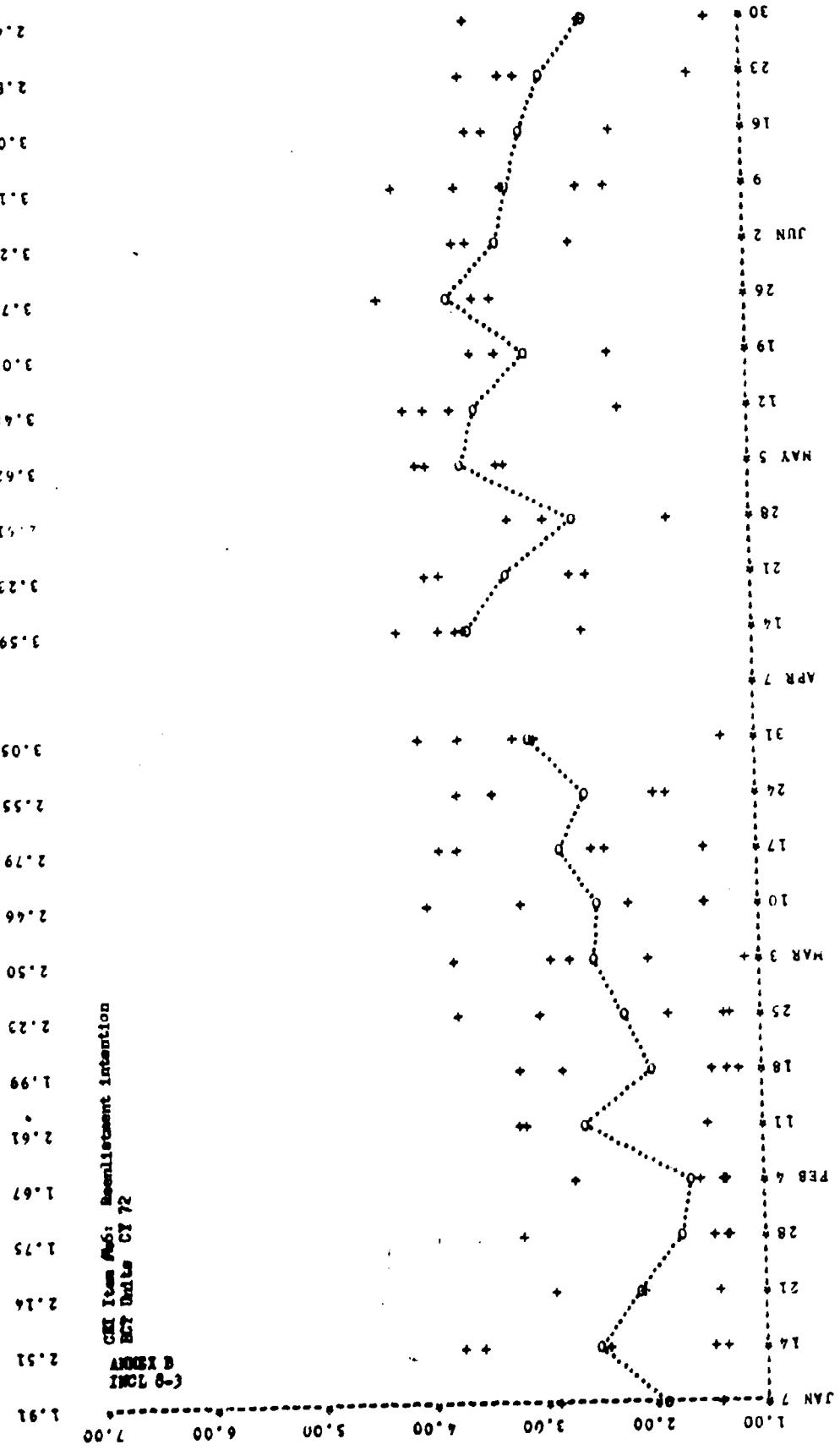


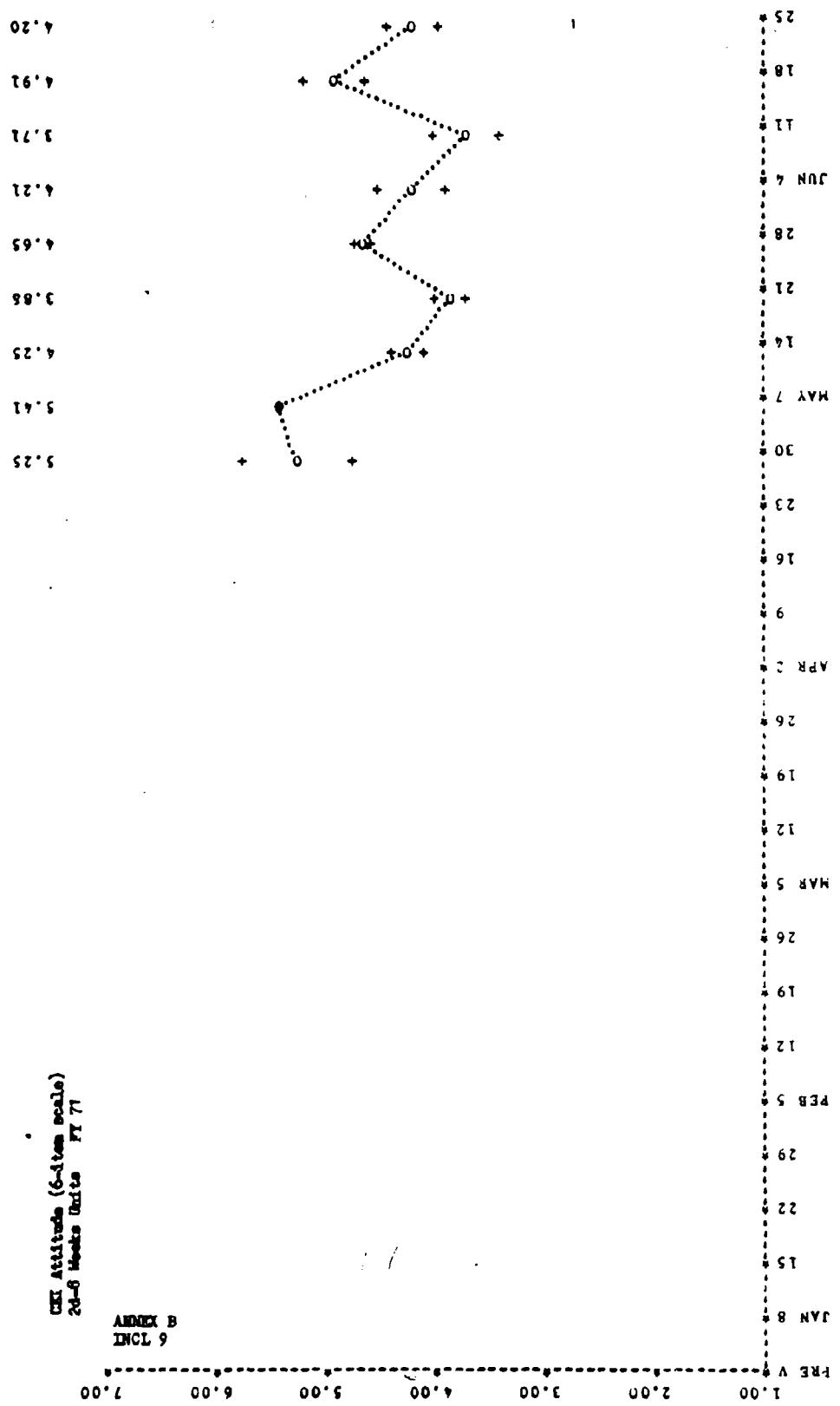
JUL 2 9 1988 1.00 2.00 3.00 4.00 5.00 6.00

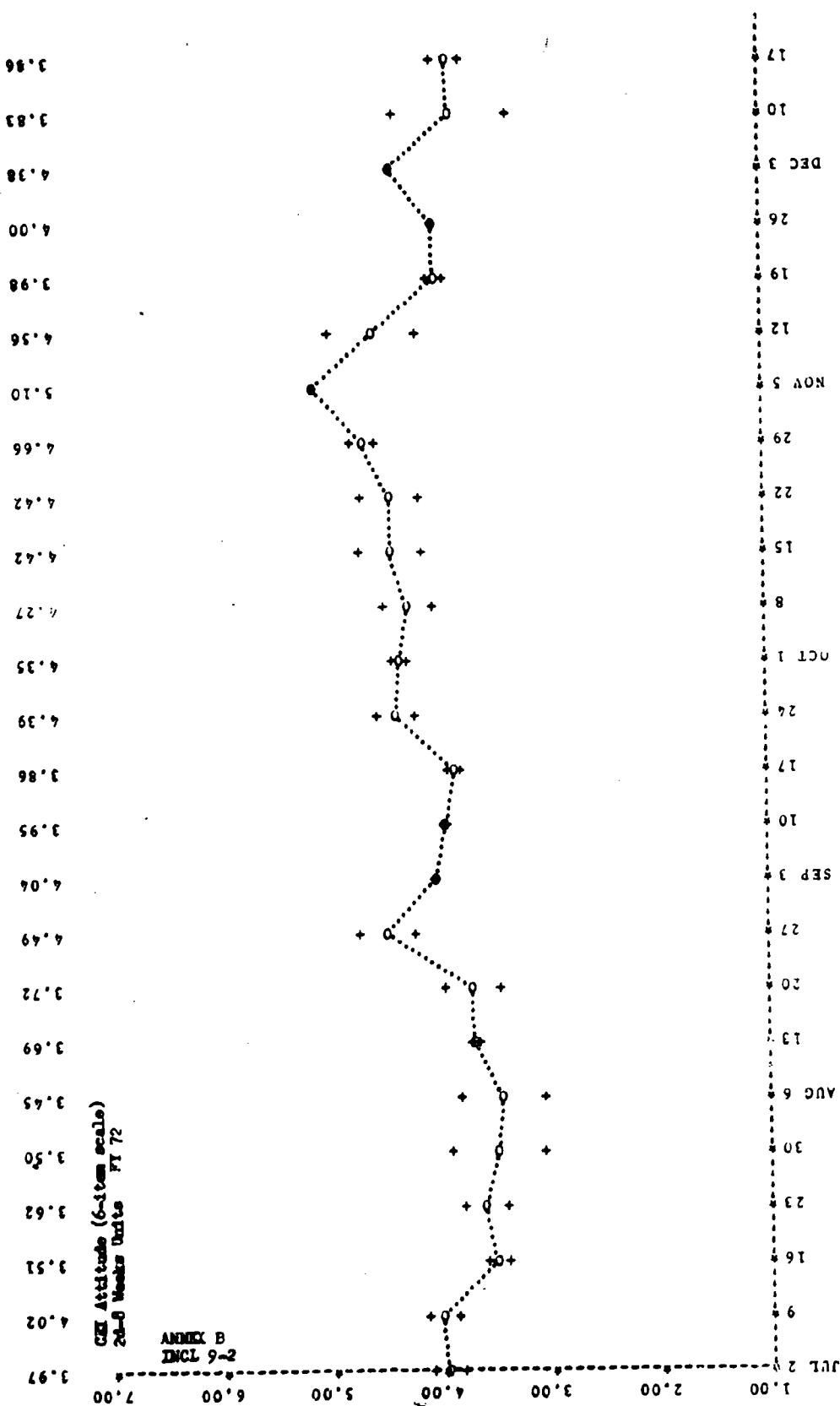
ANNEX B
INCL 8-2

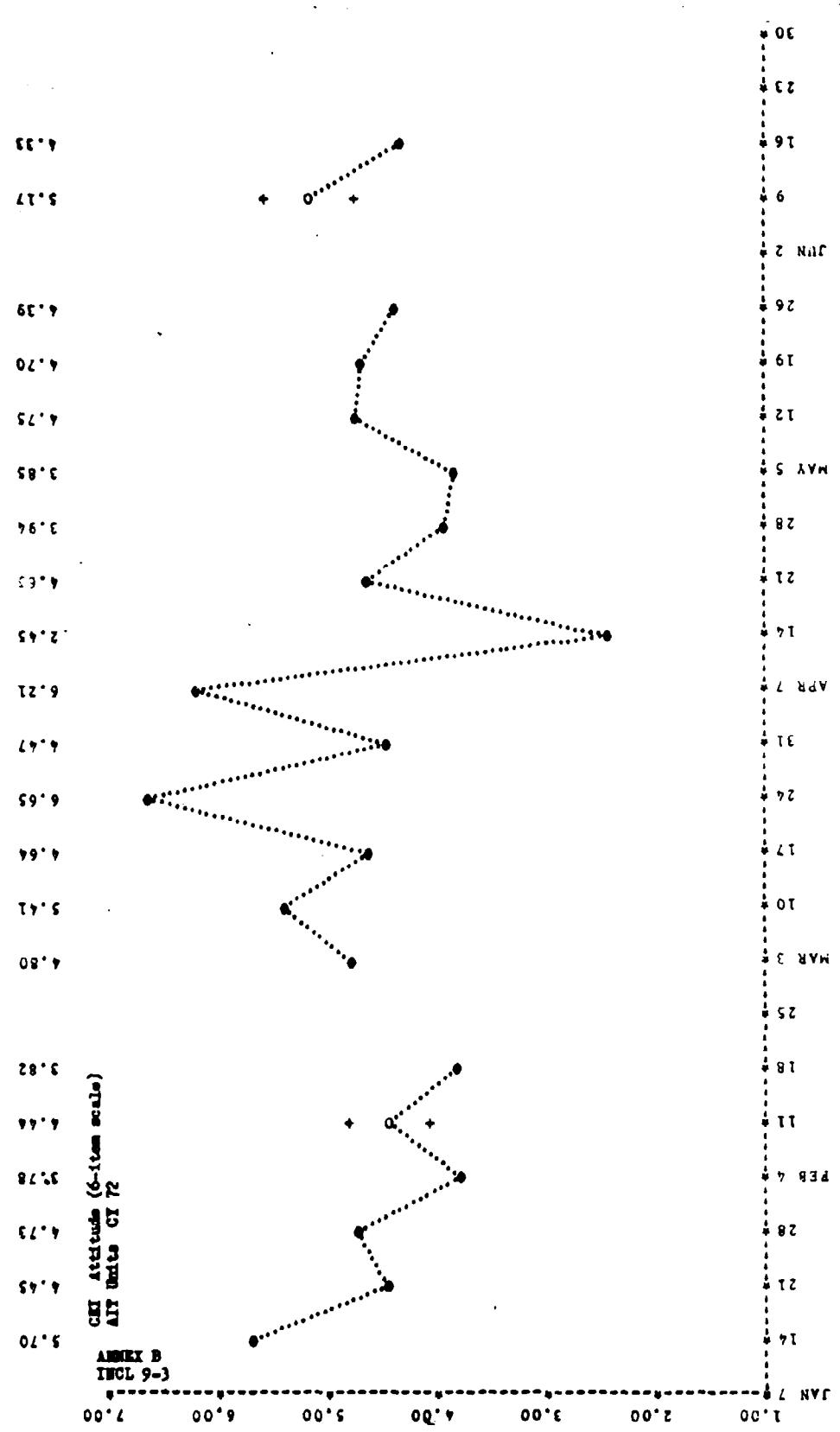
CMF Item #s: Recalibration Intervals
1st-8 Weeks Units FT 72

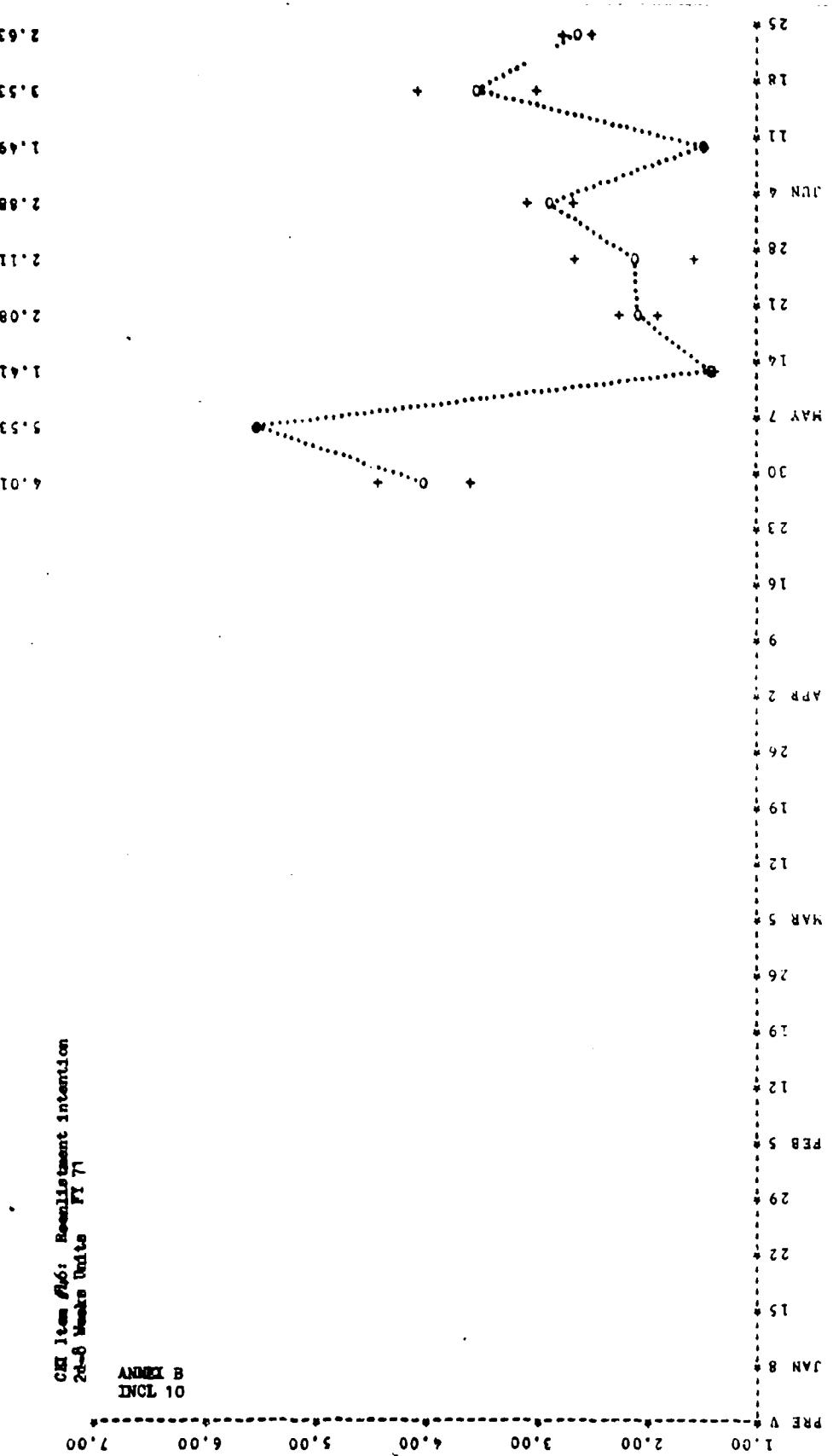






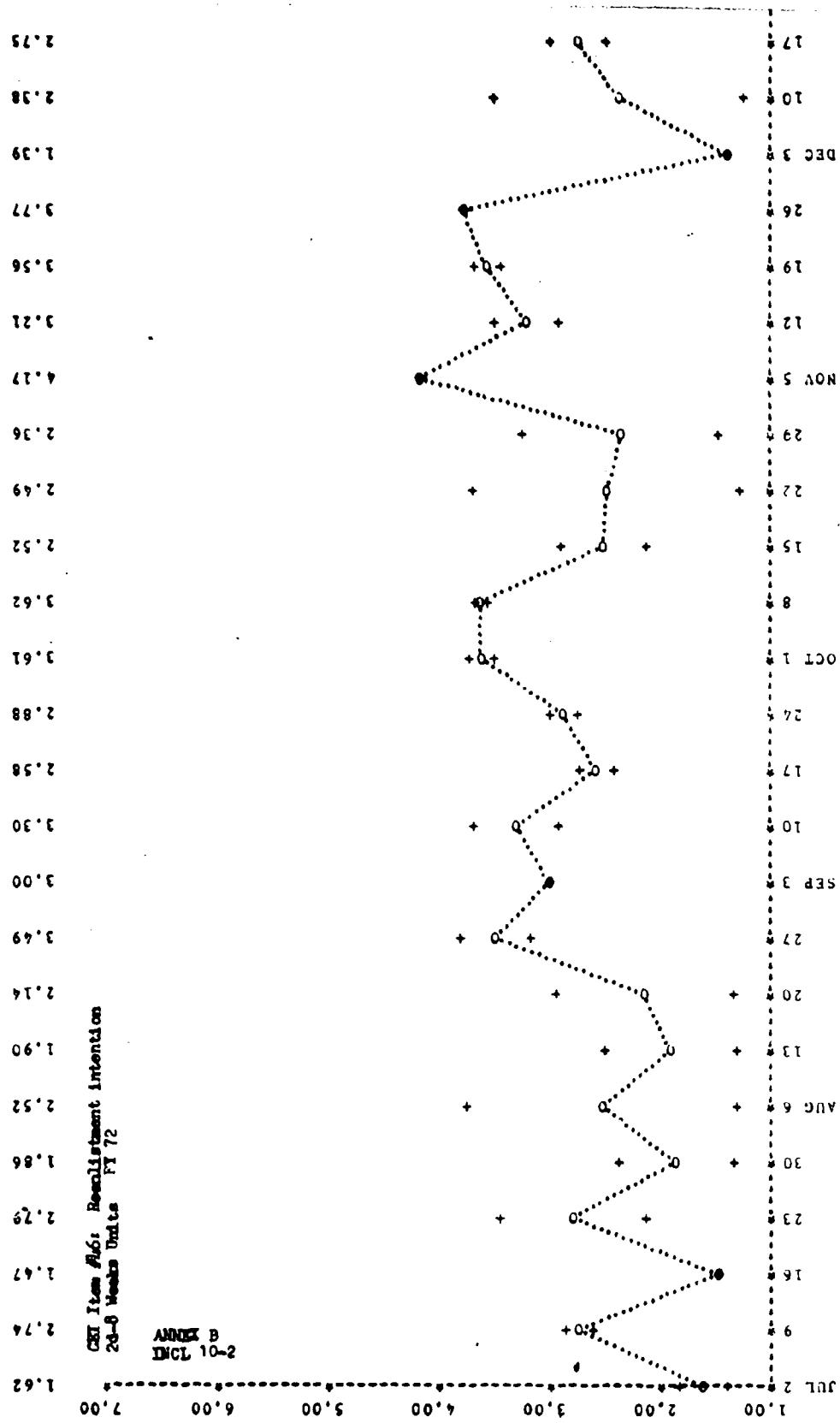


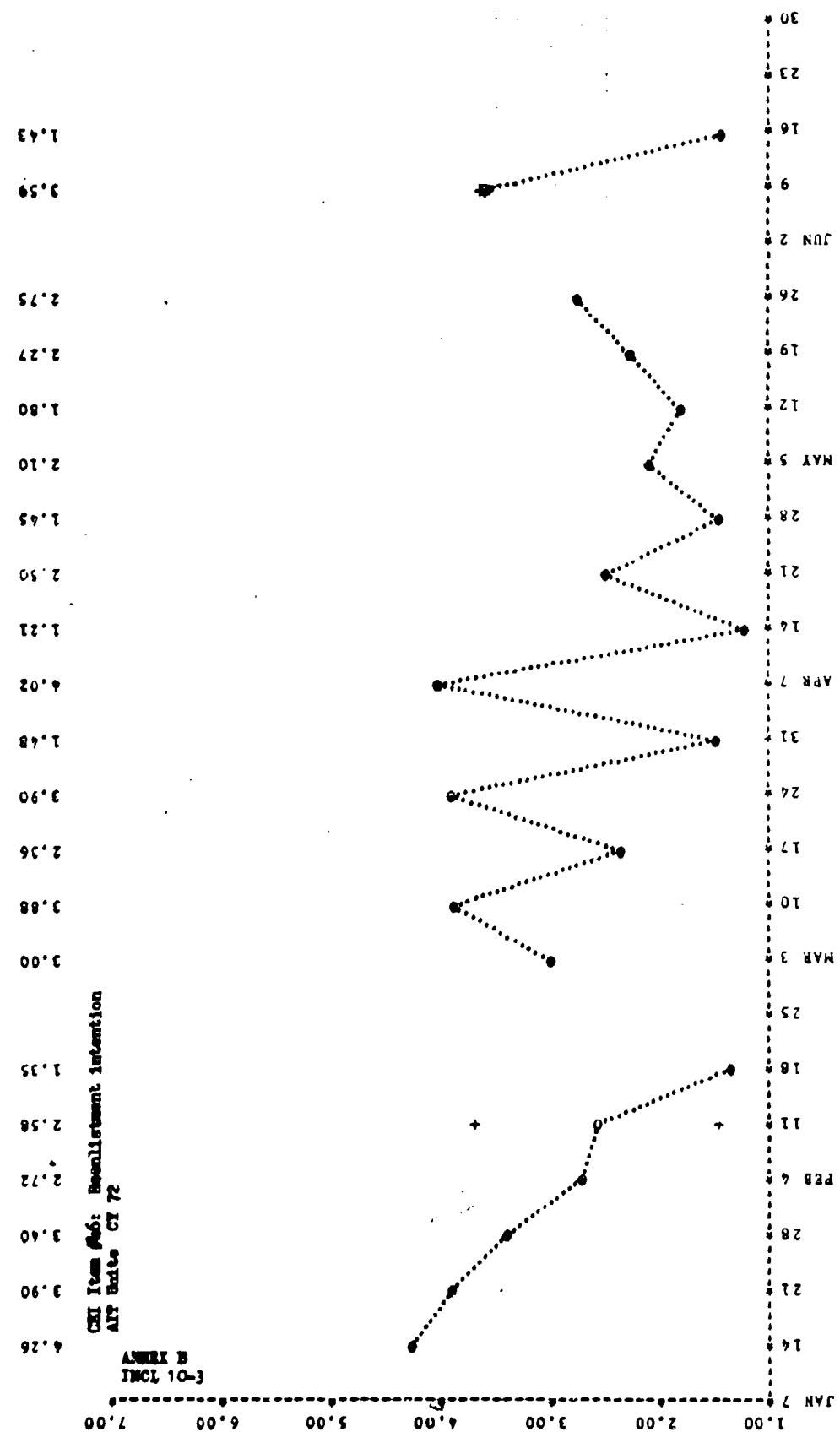


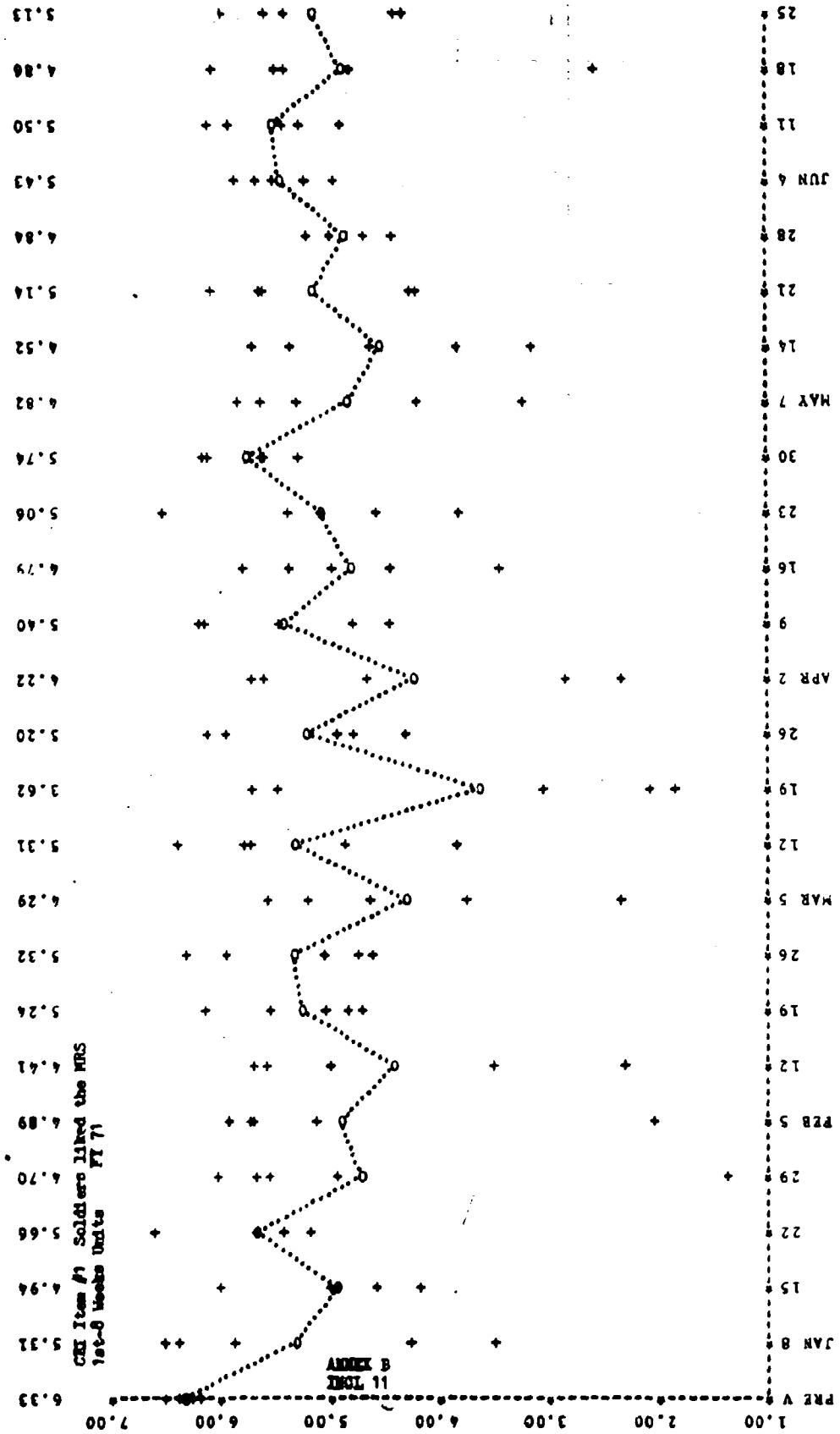


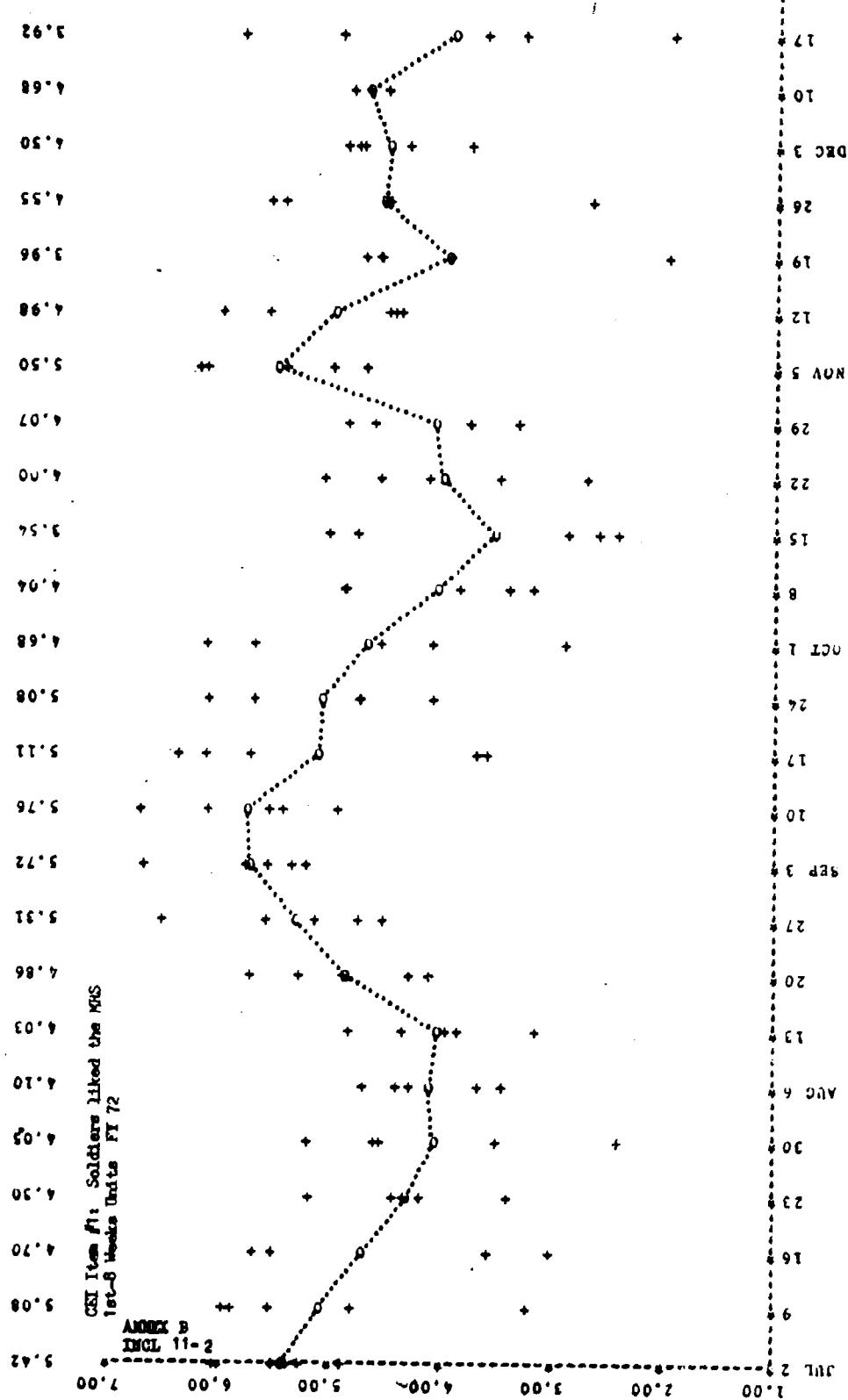
CH 1000 #46: Reenlistment Intention
2d-6 Missle Units PI 71

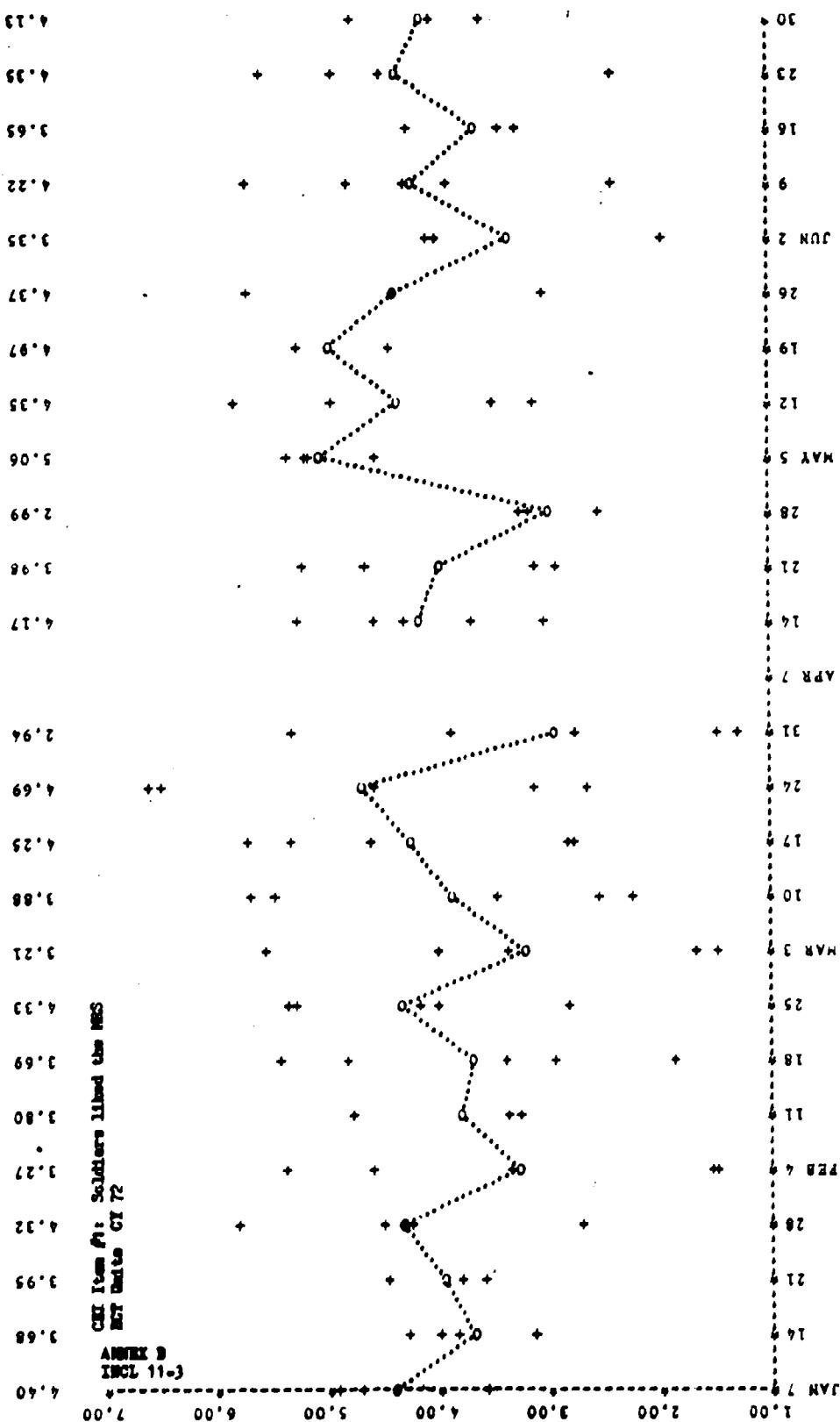
ANNEX B
INCL 10

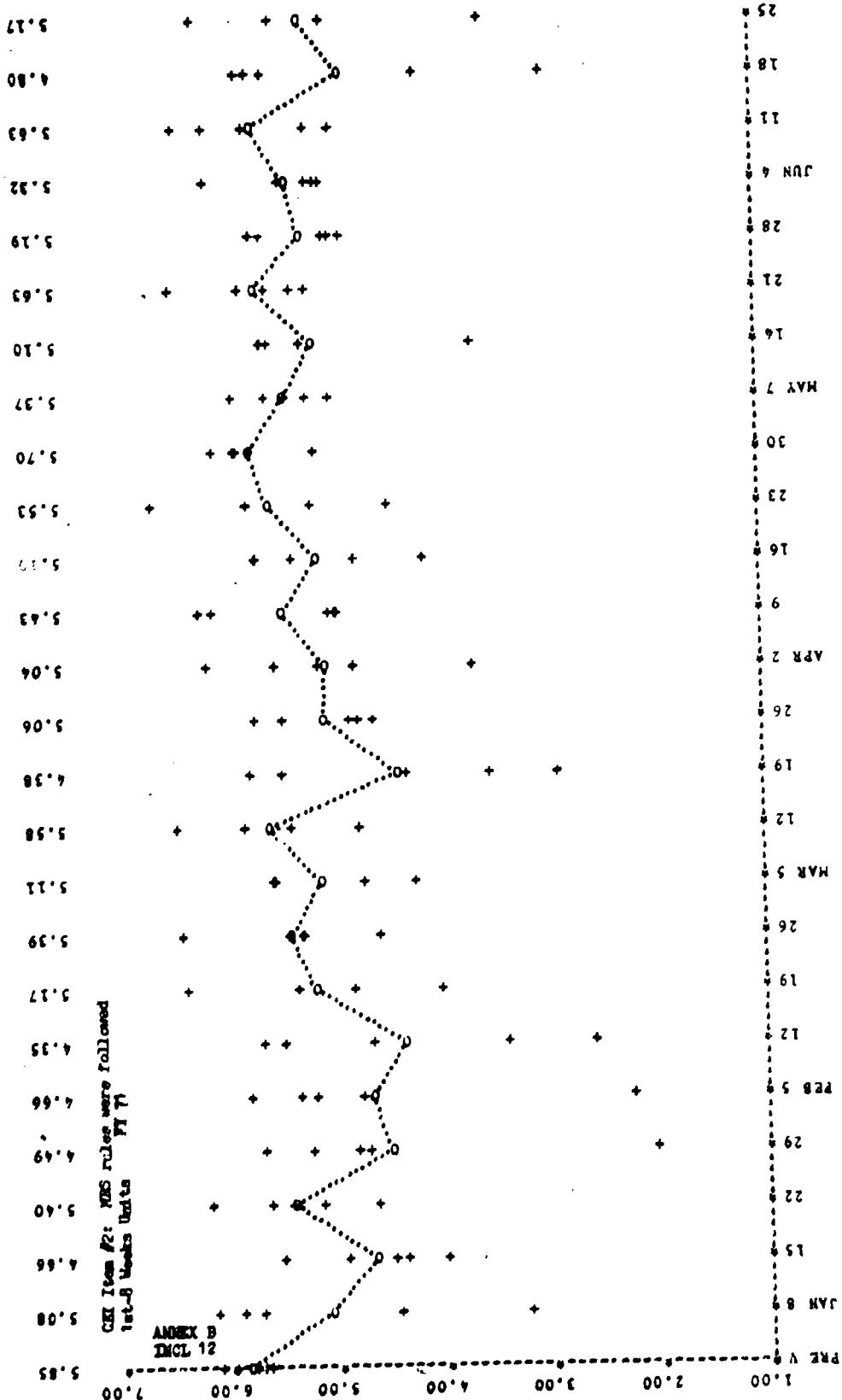


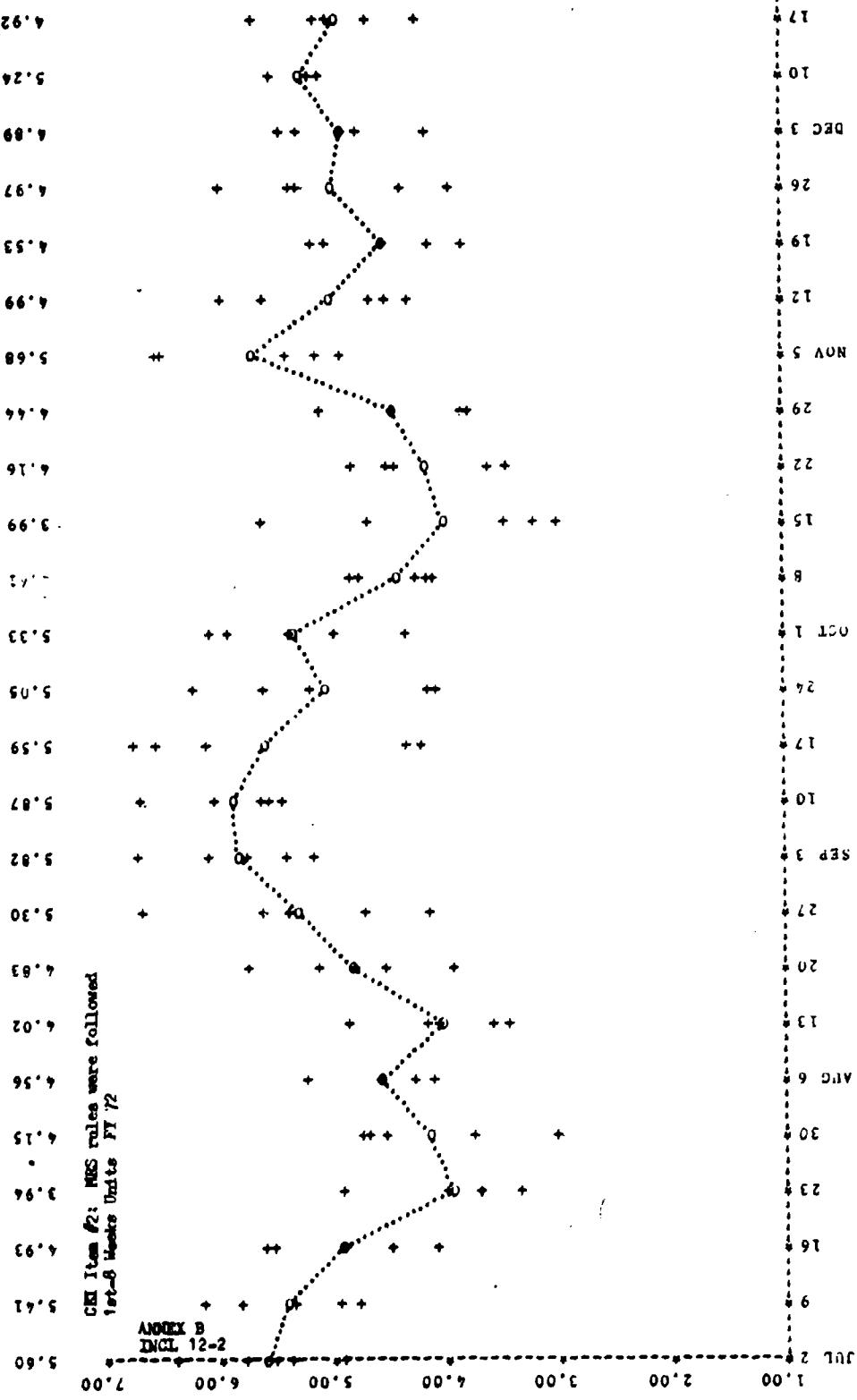


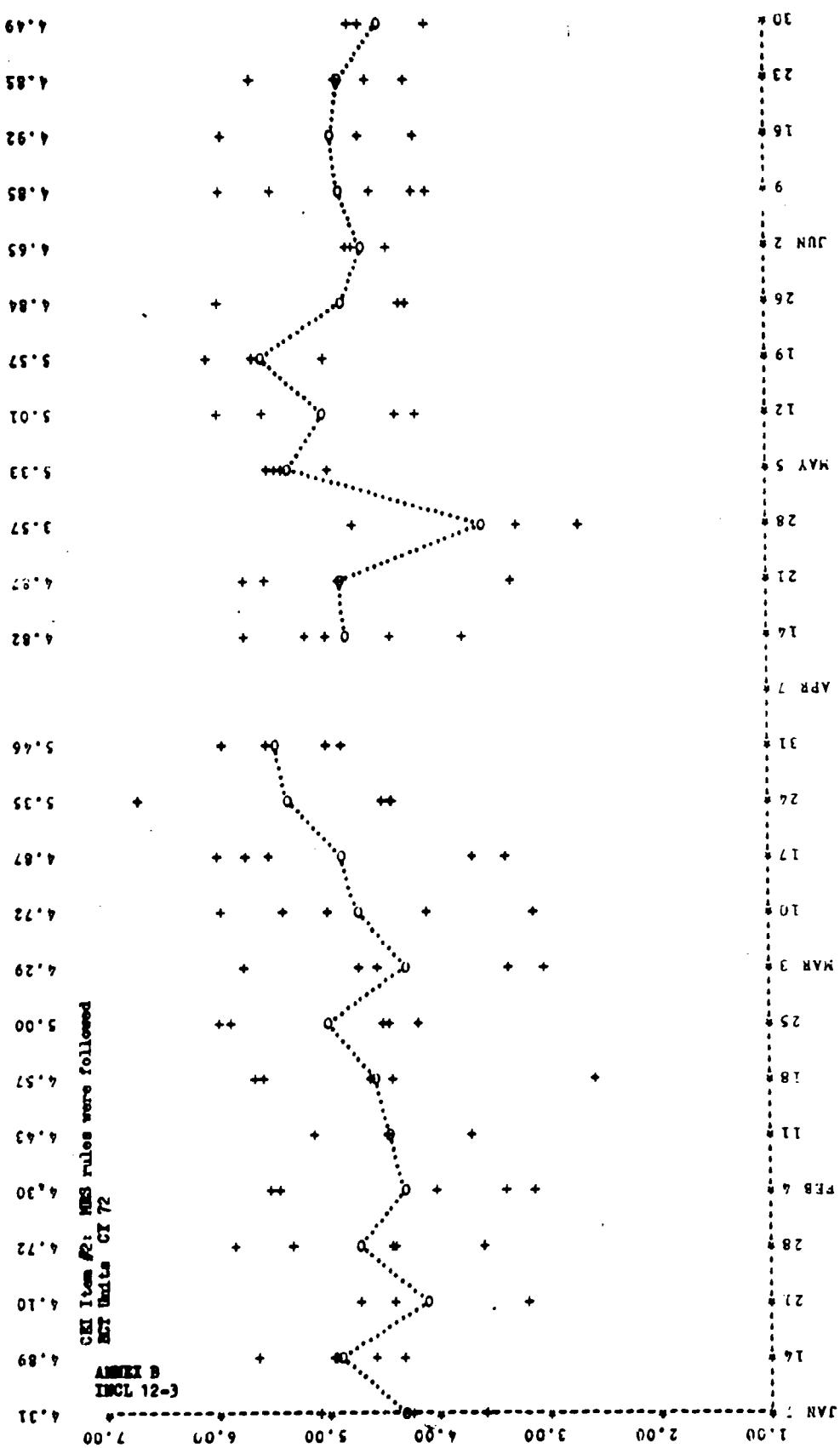


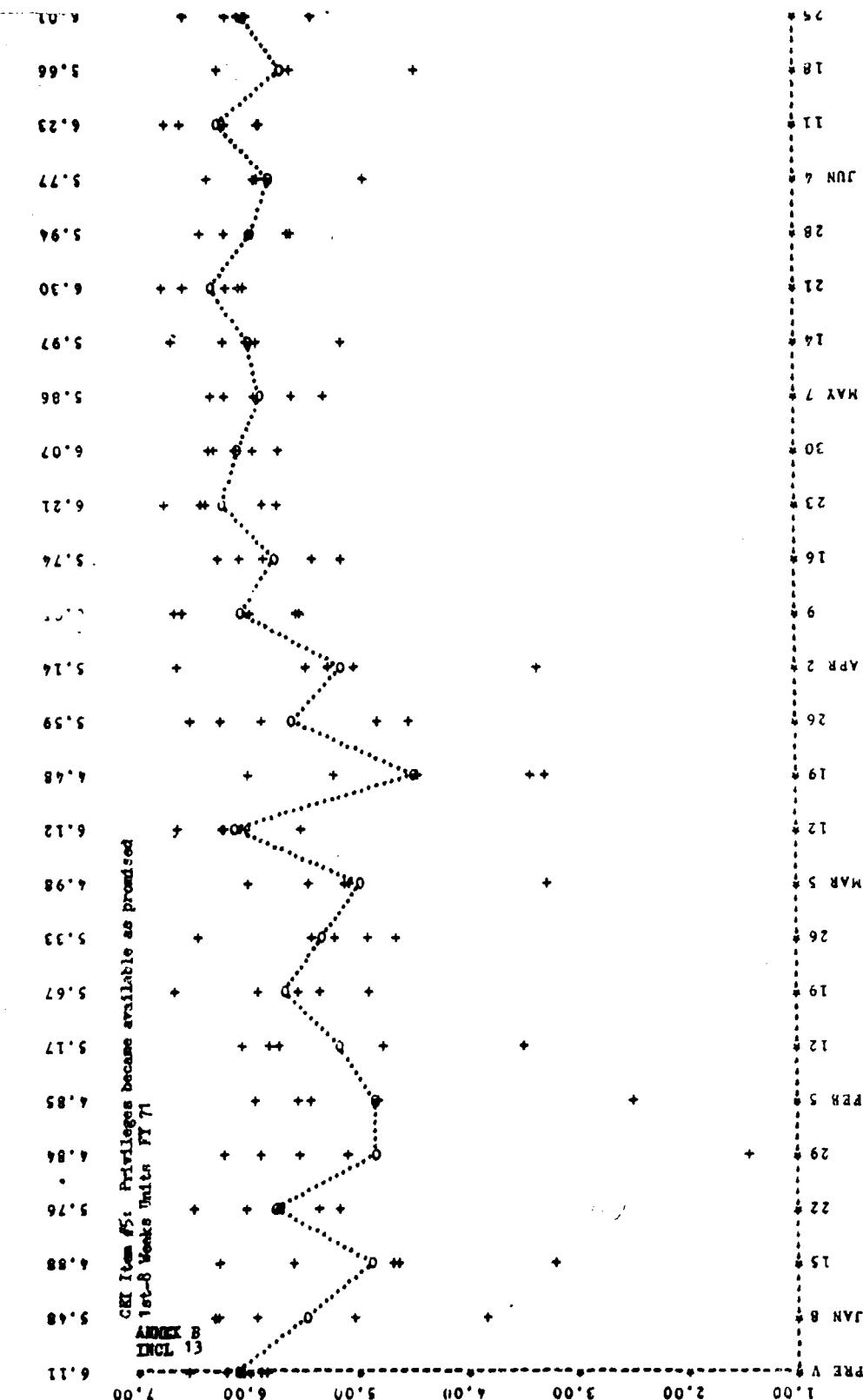


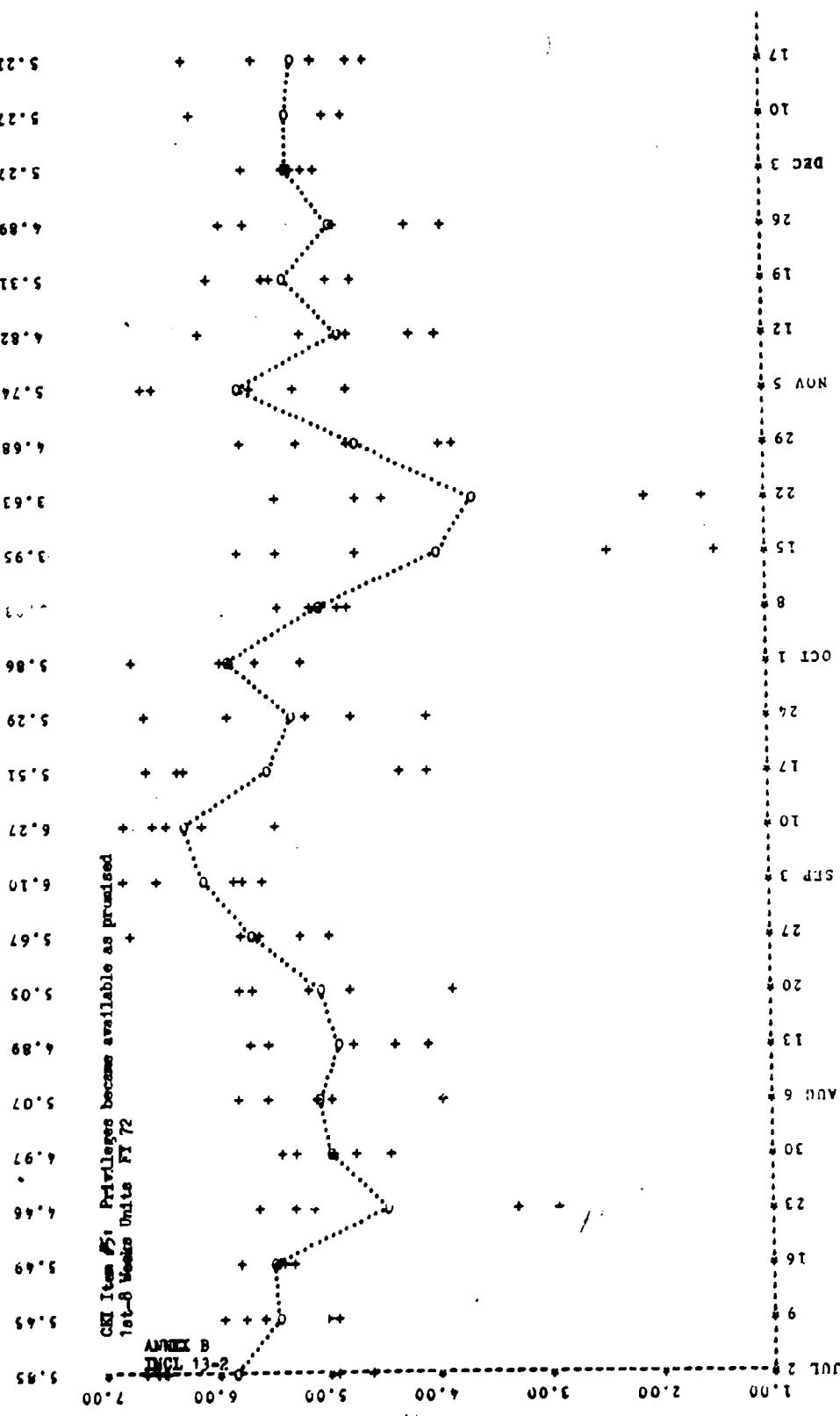


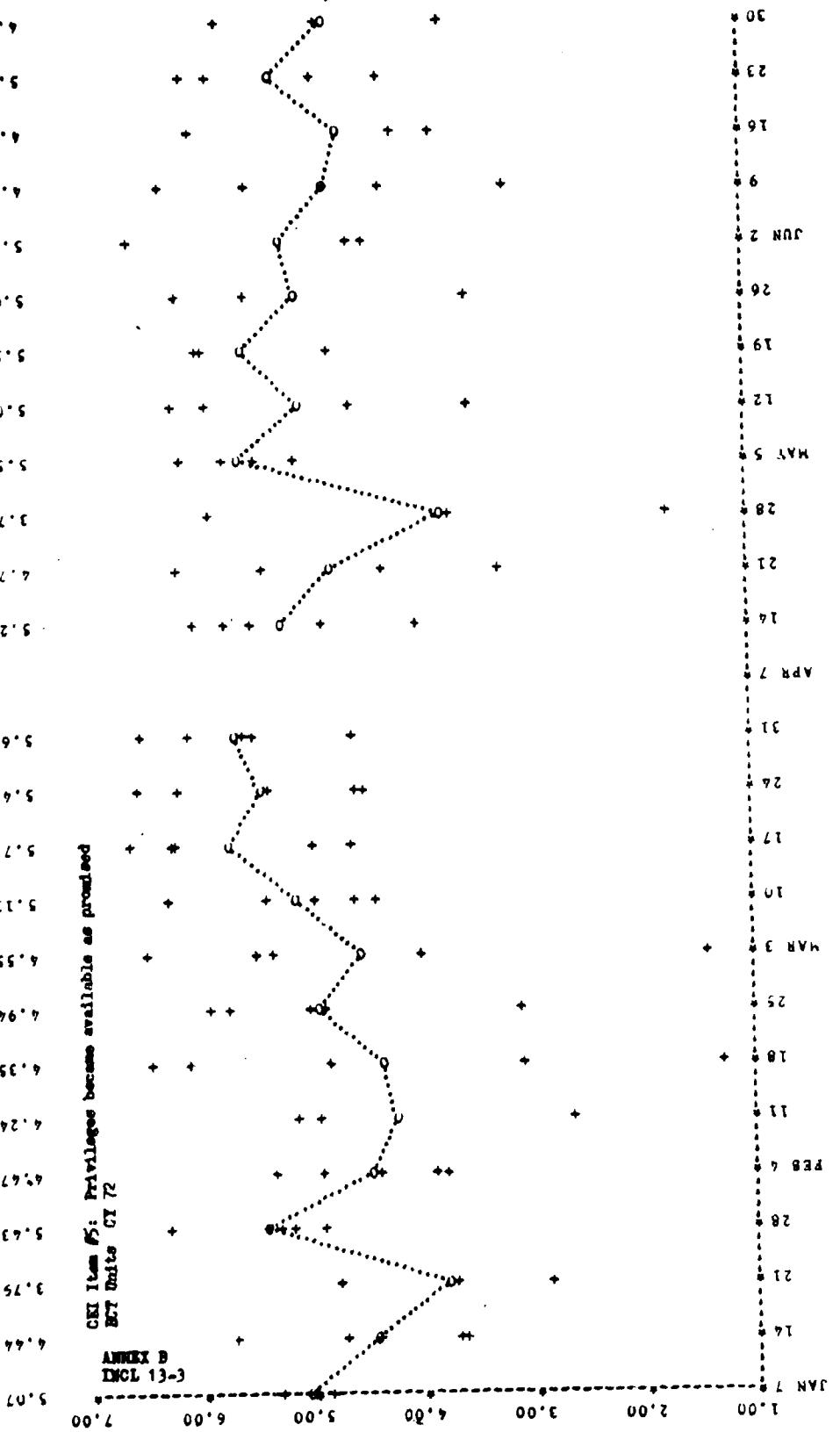


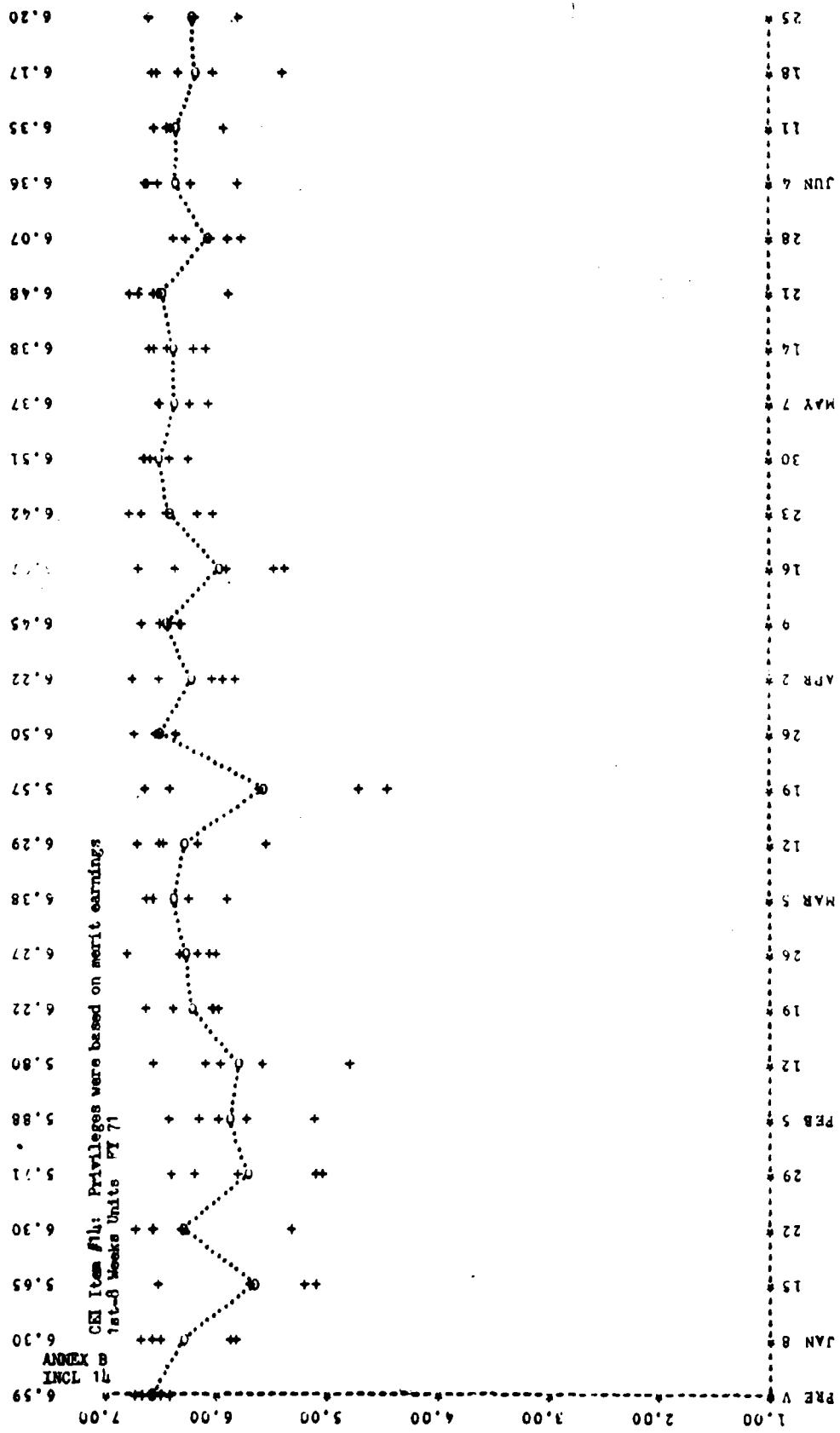


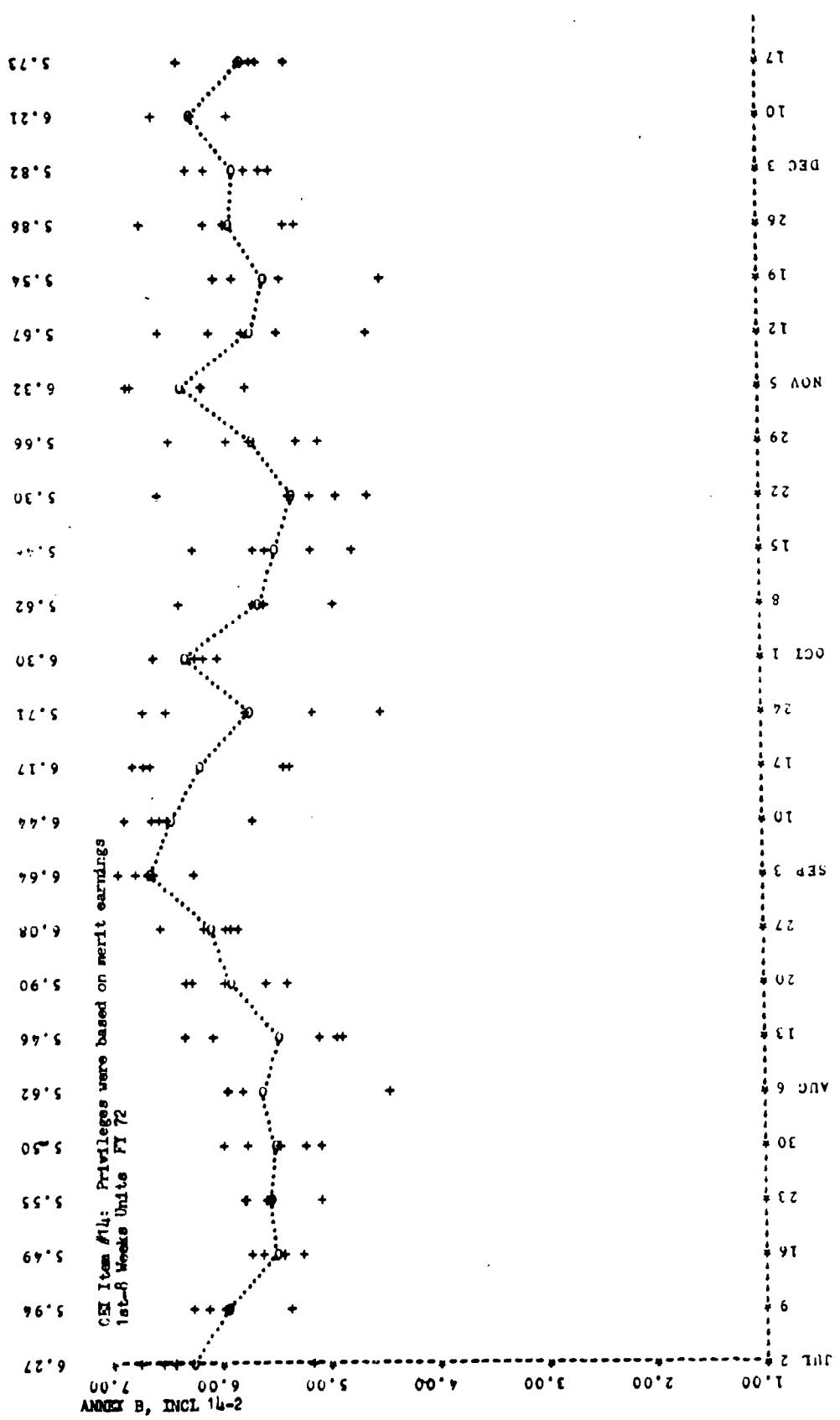


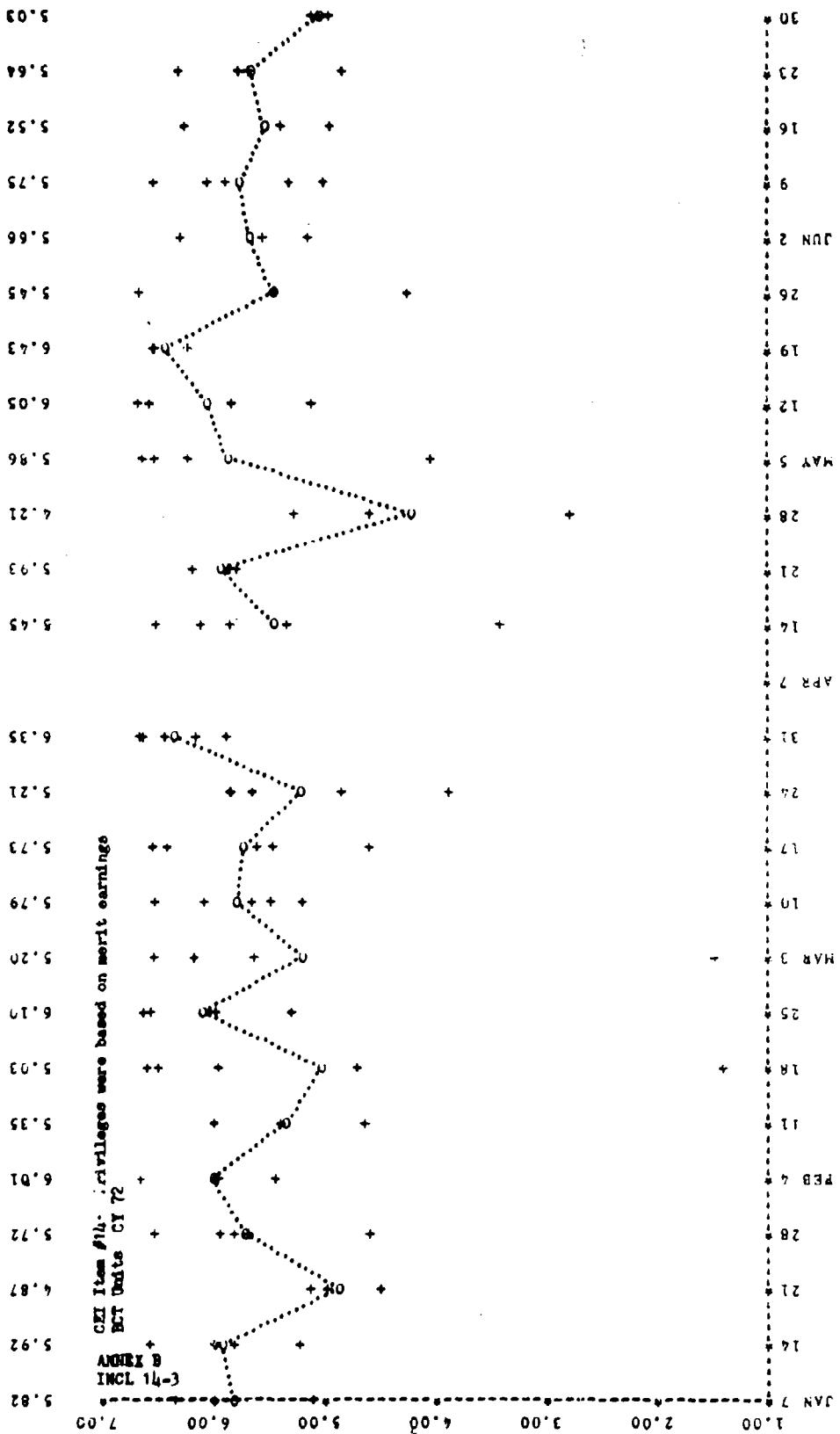


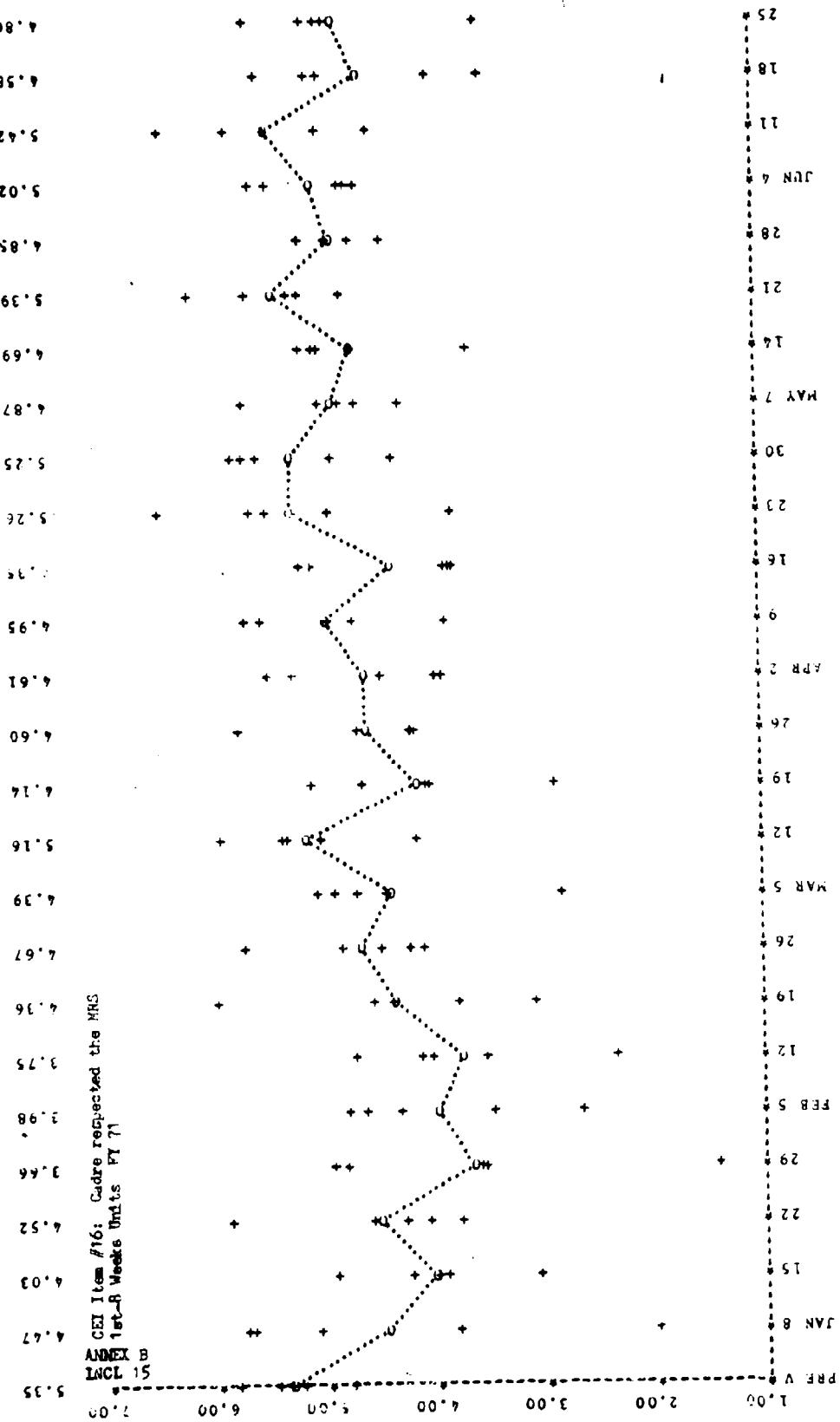


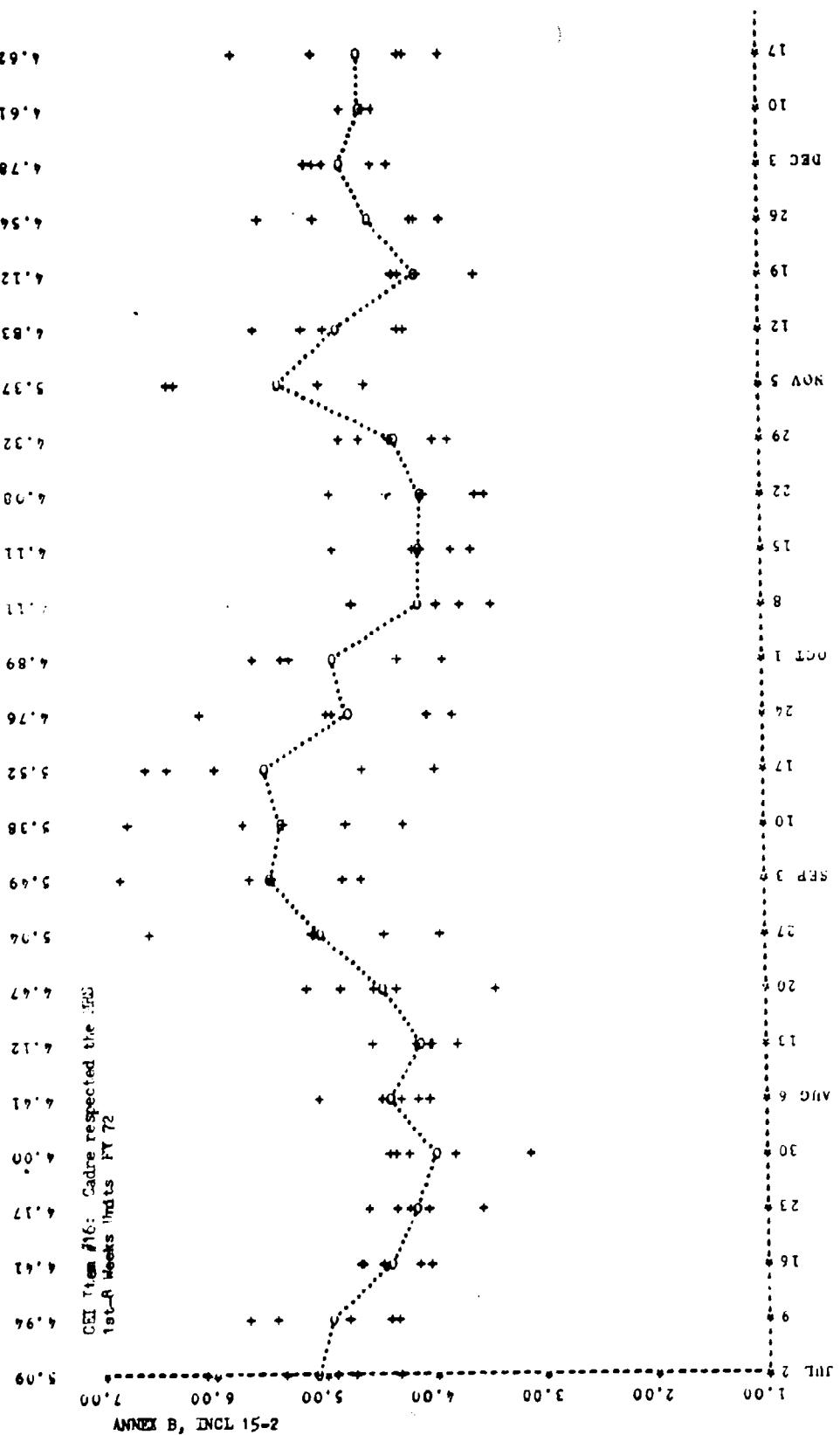






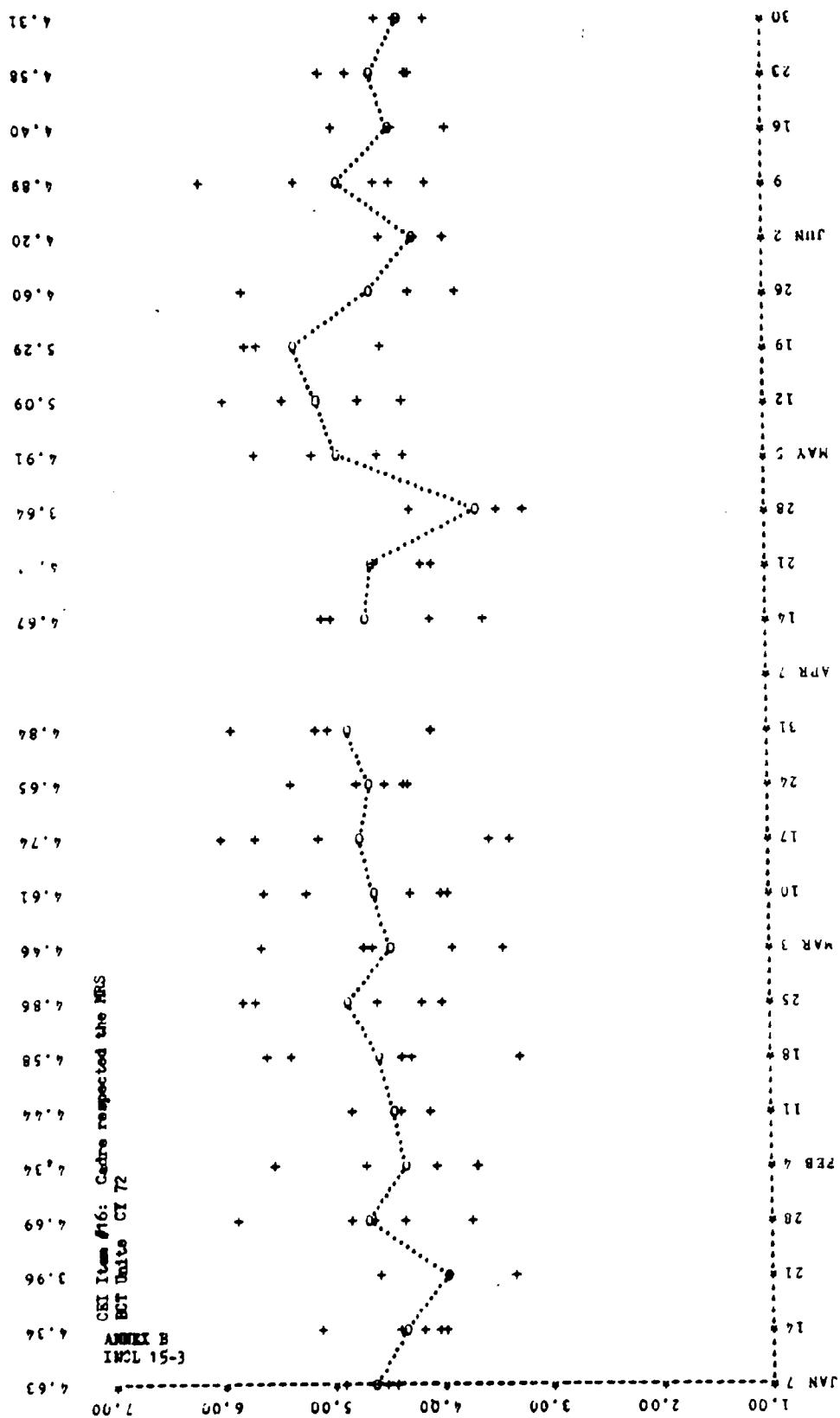


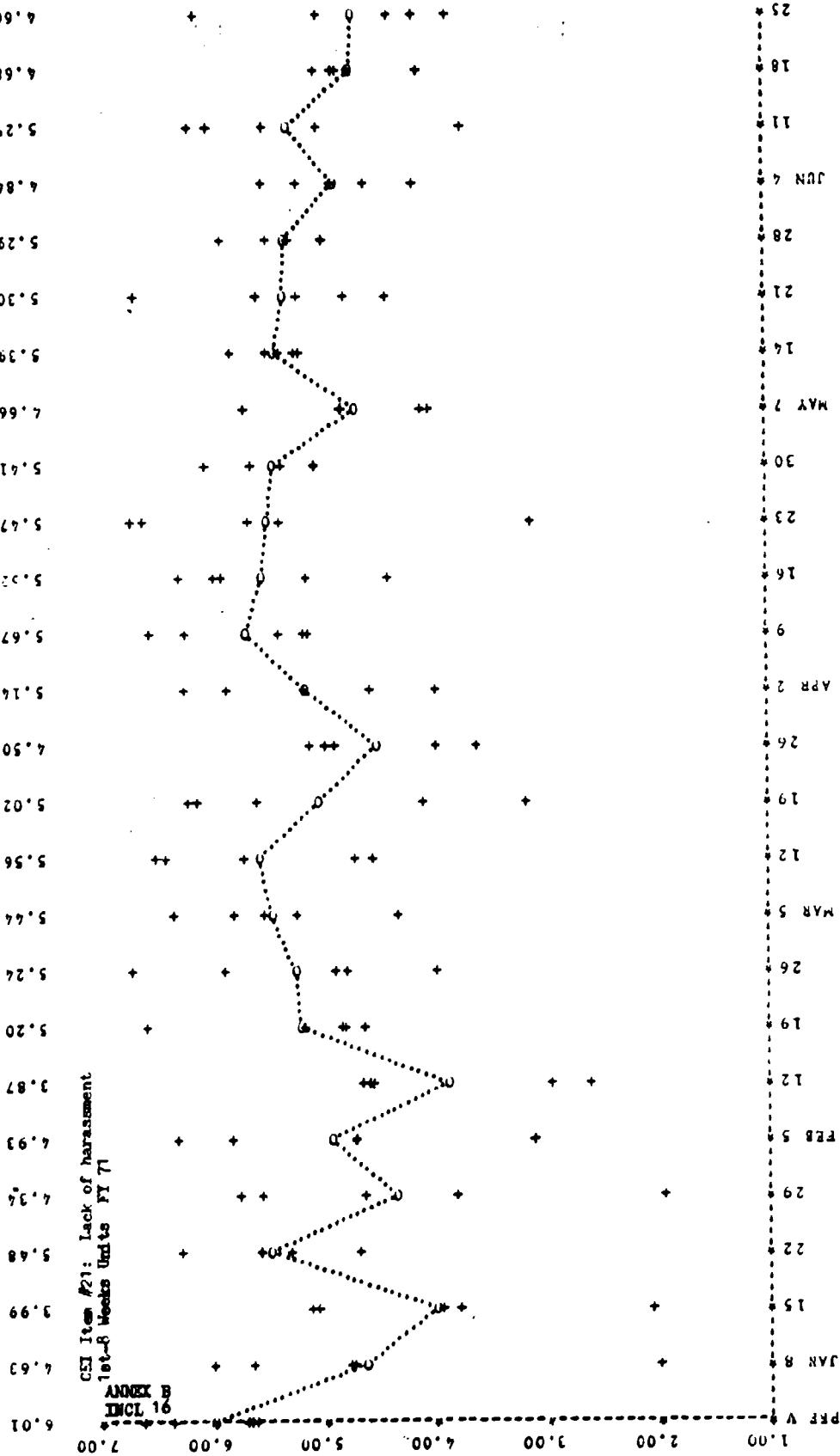


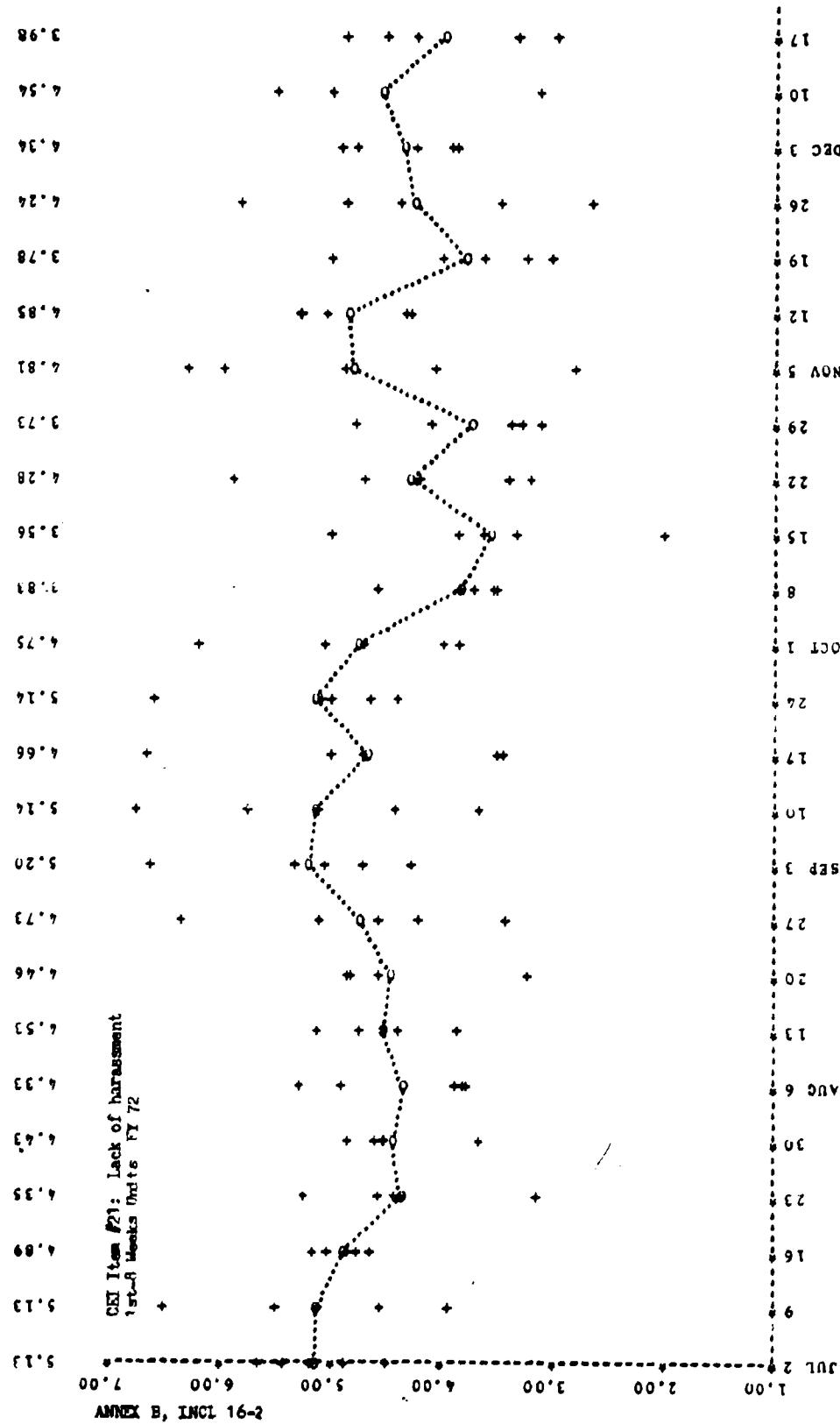


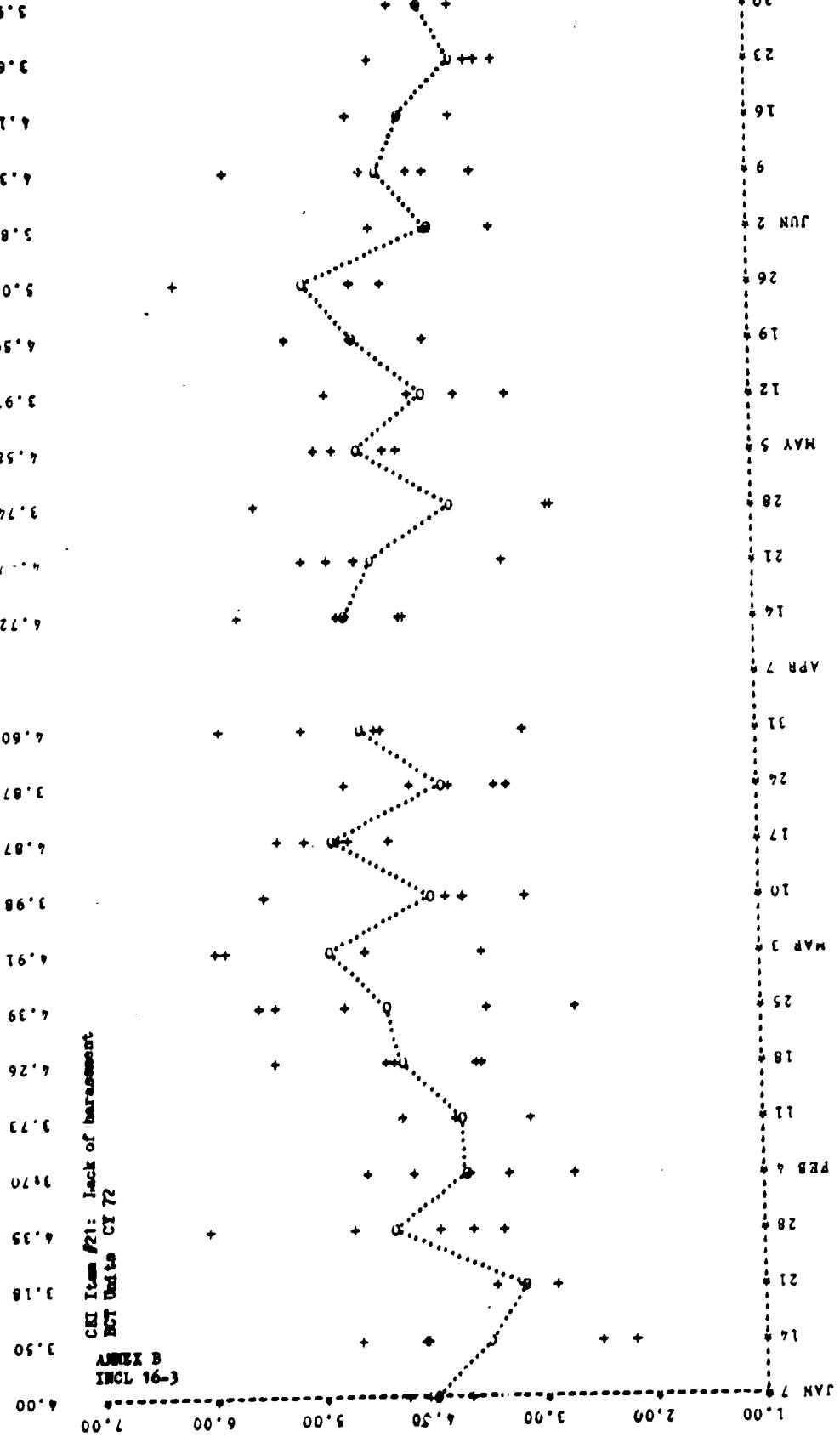
CCEI Item #16: Cadre respected the IES
1969 Weeks Index FY 72

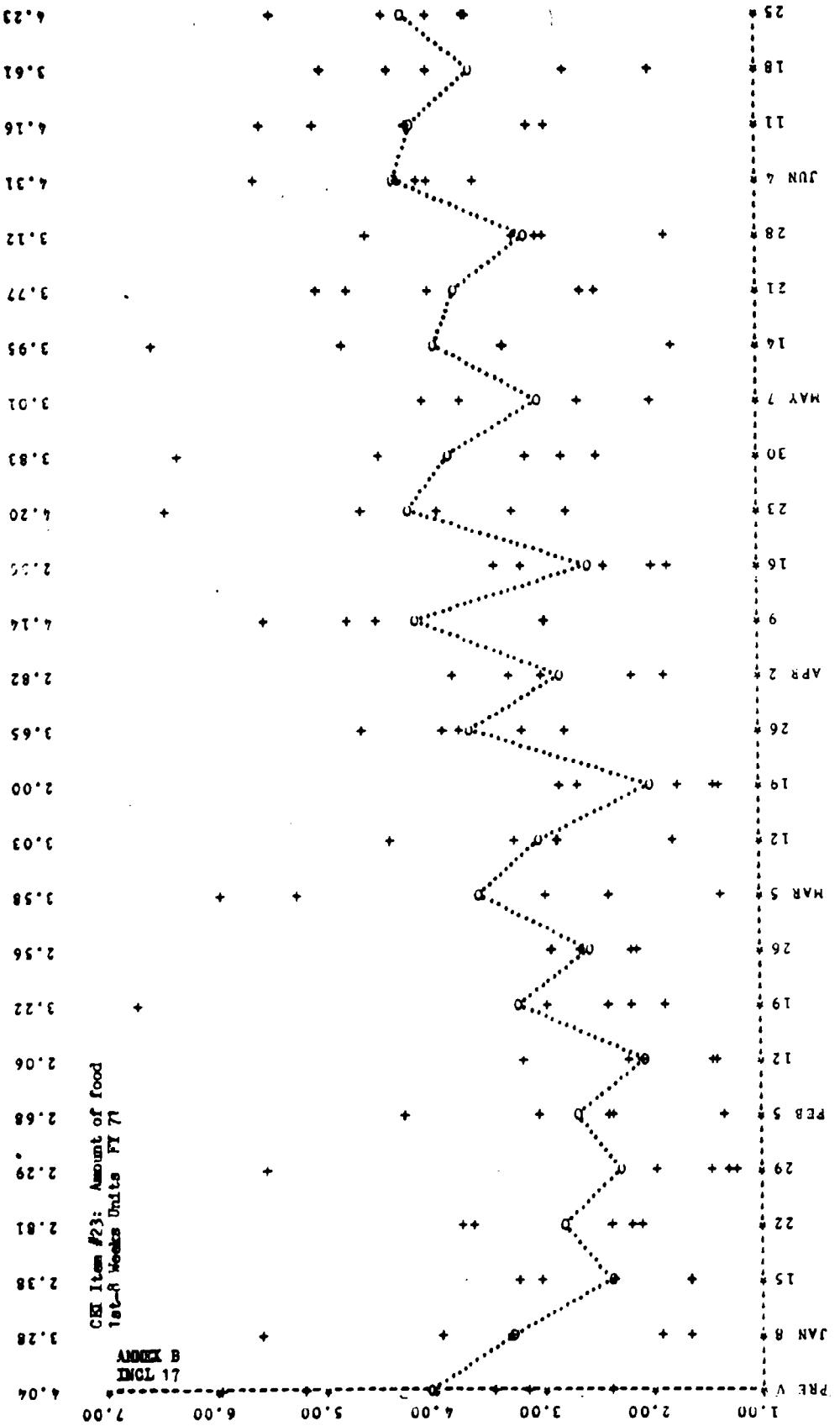
ANNEX B, INCL 15-2

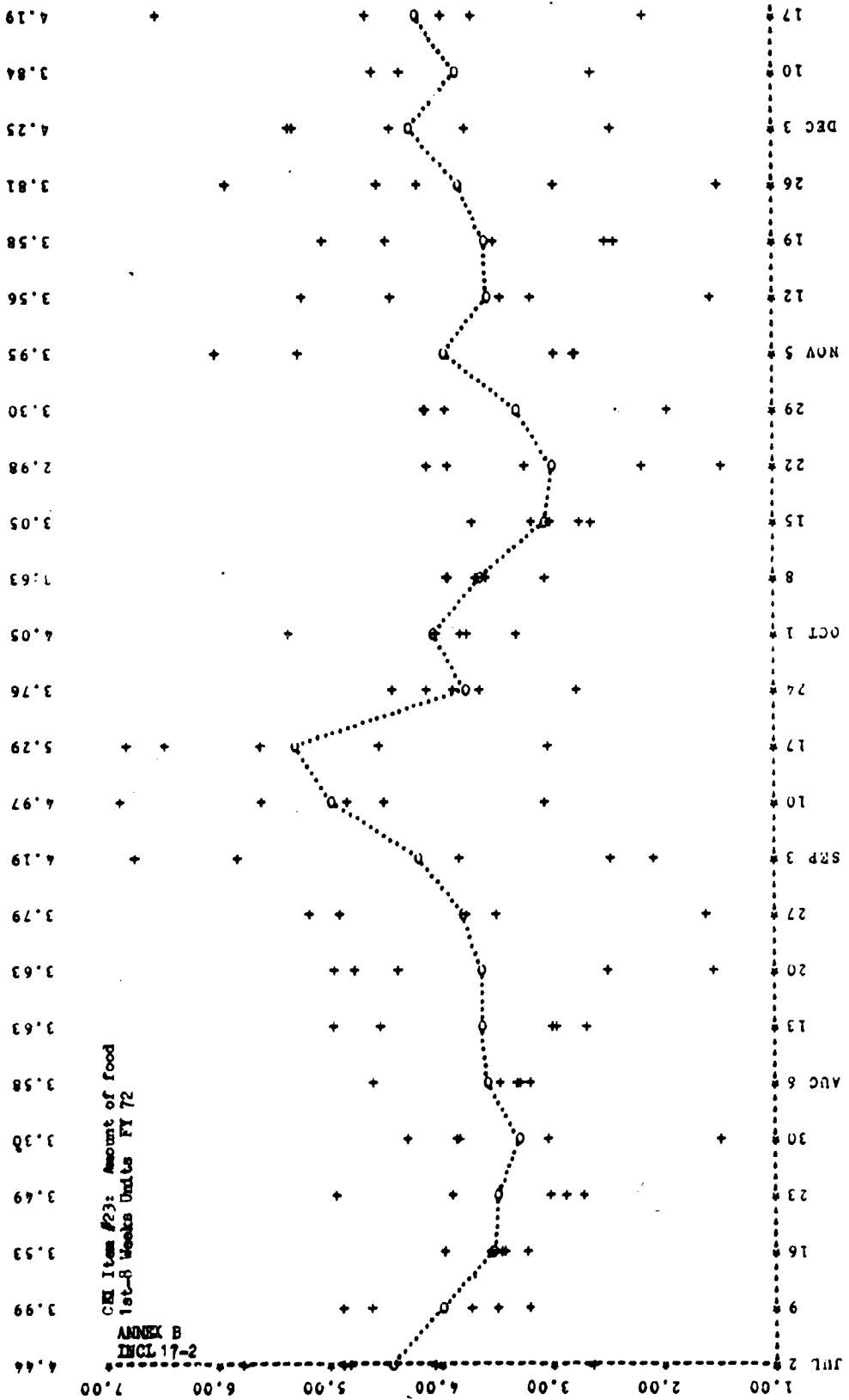


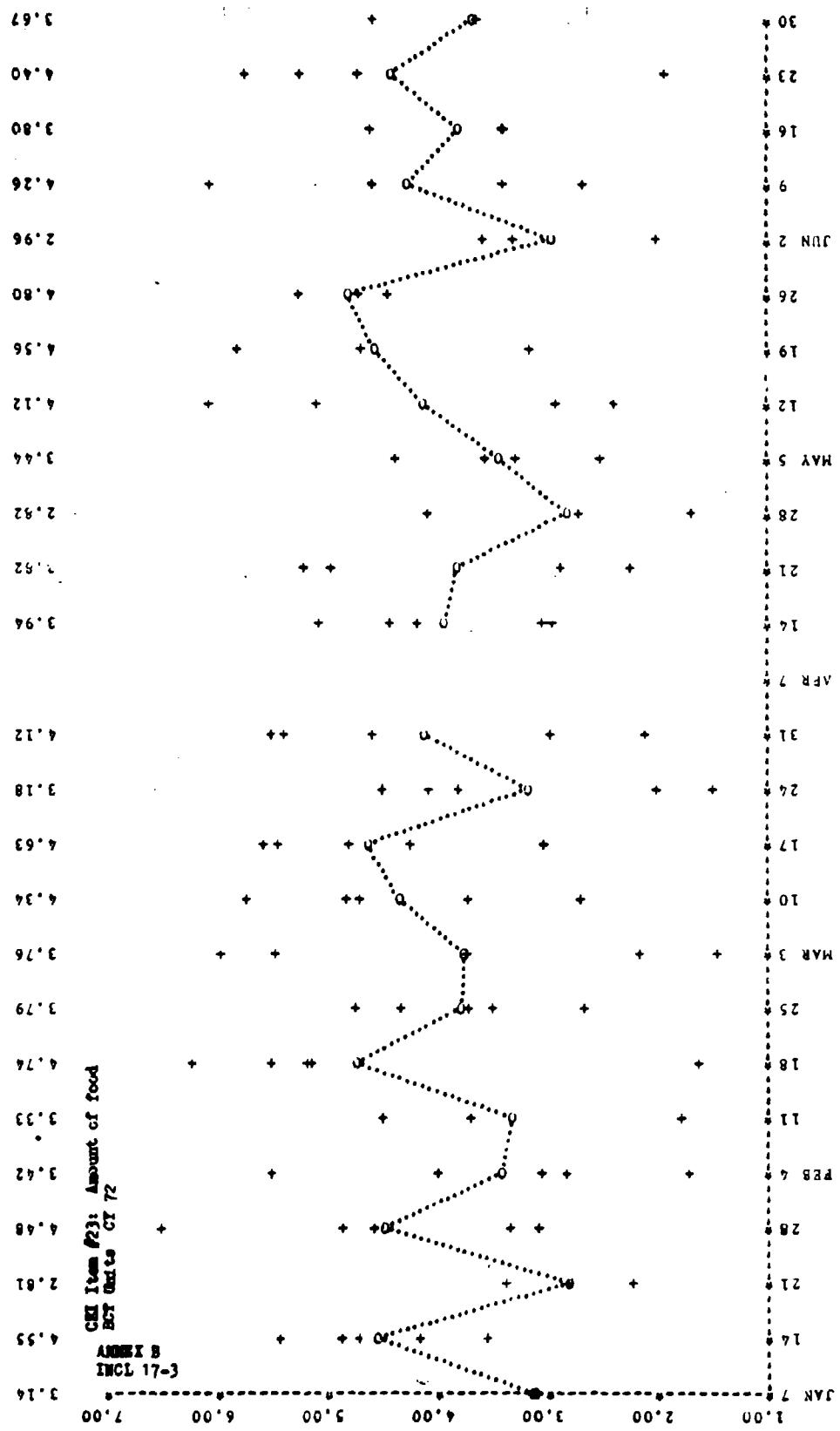


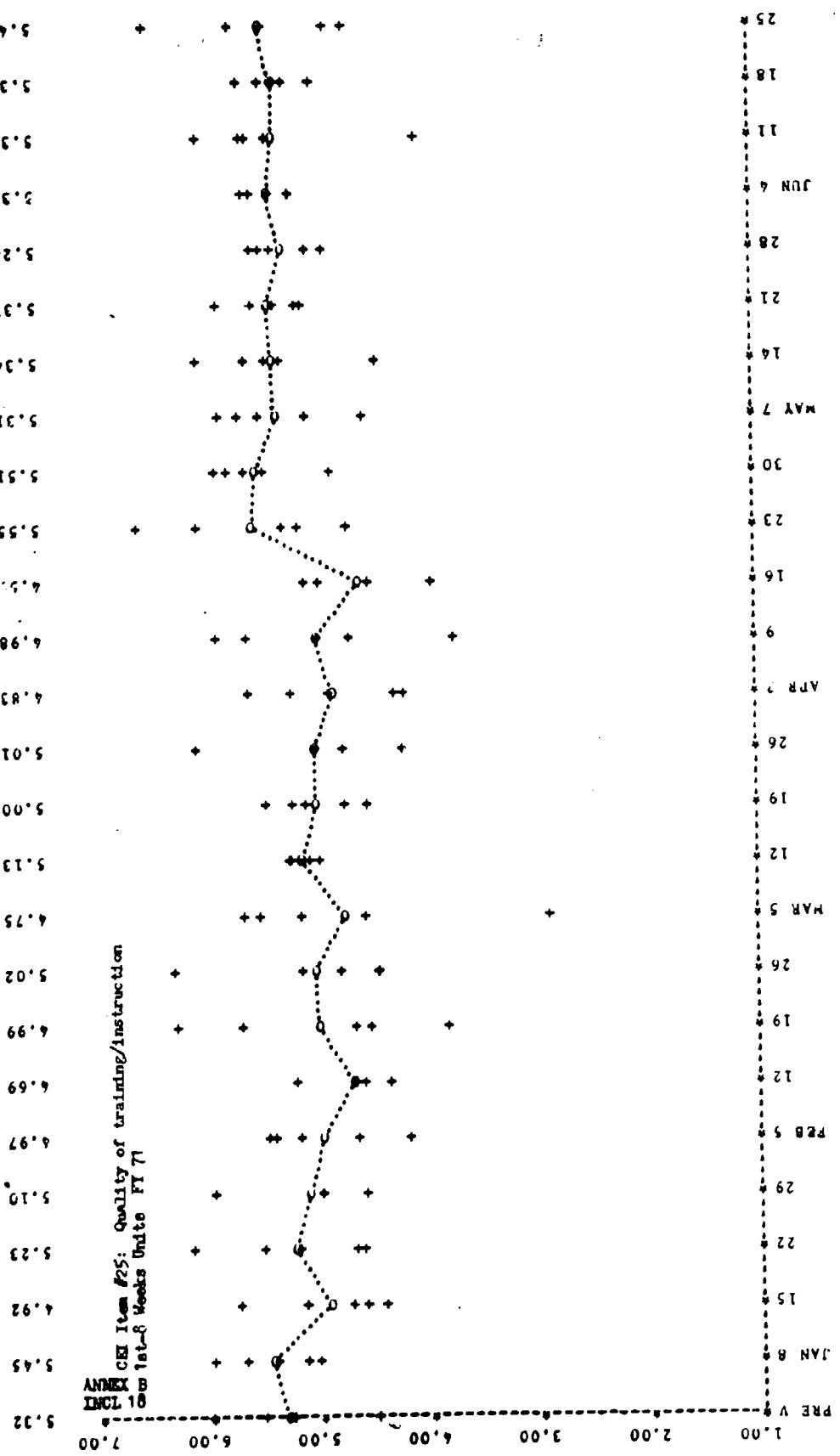


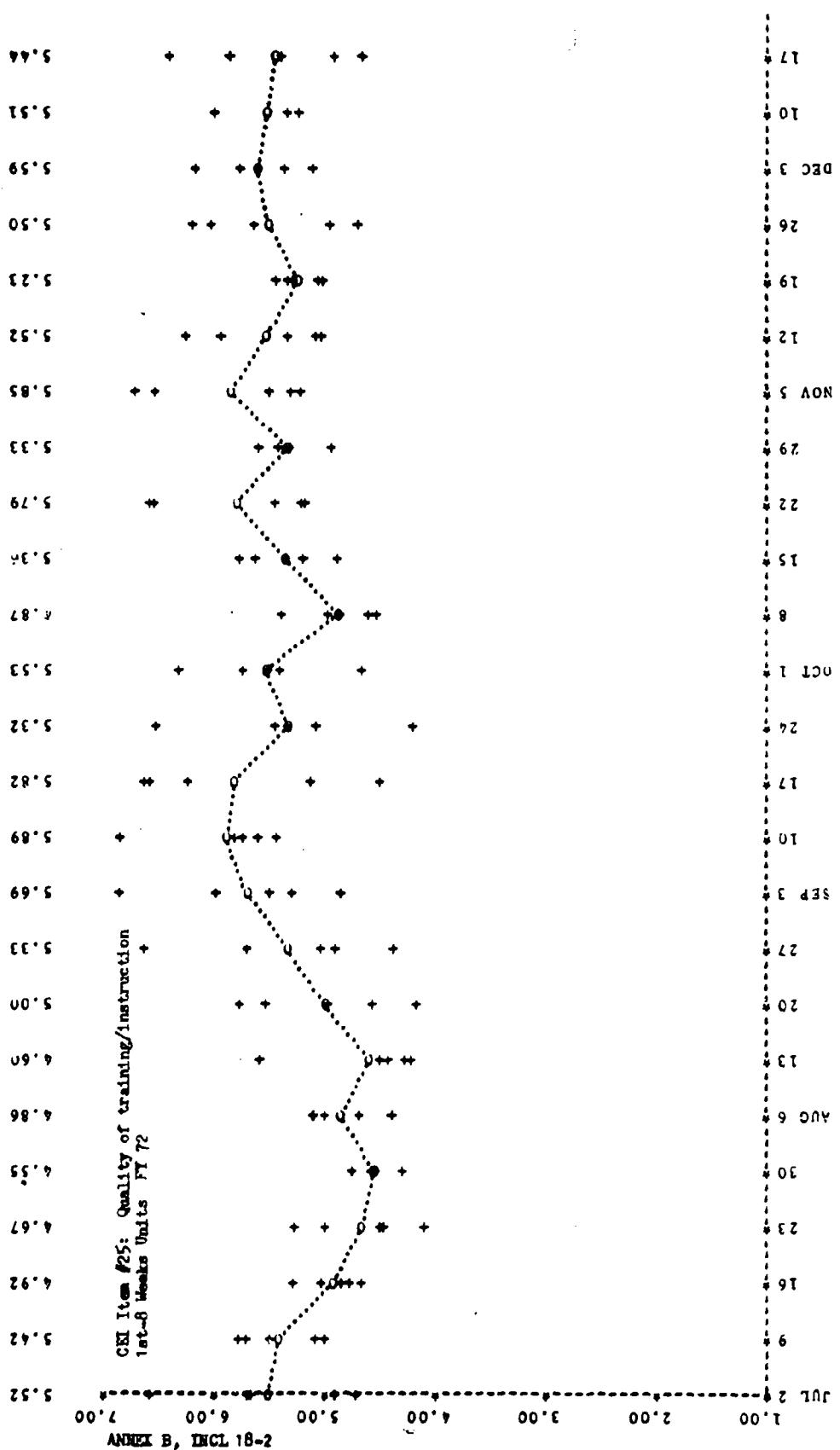


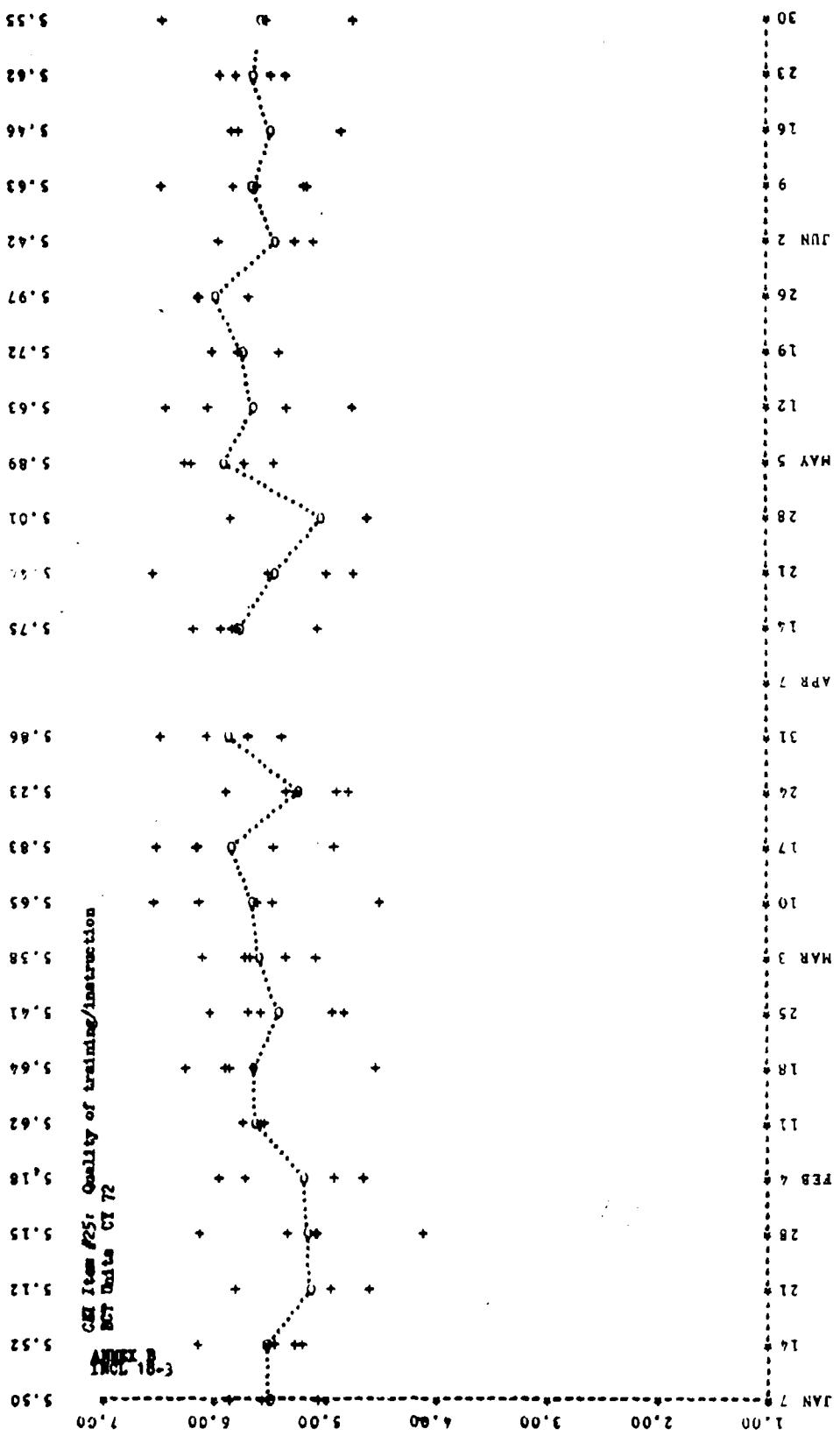


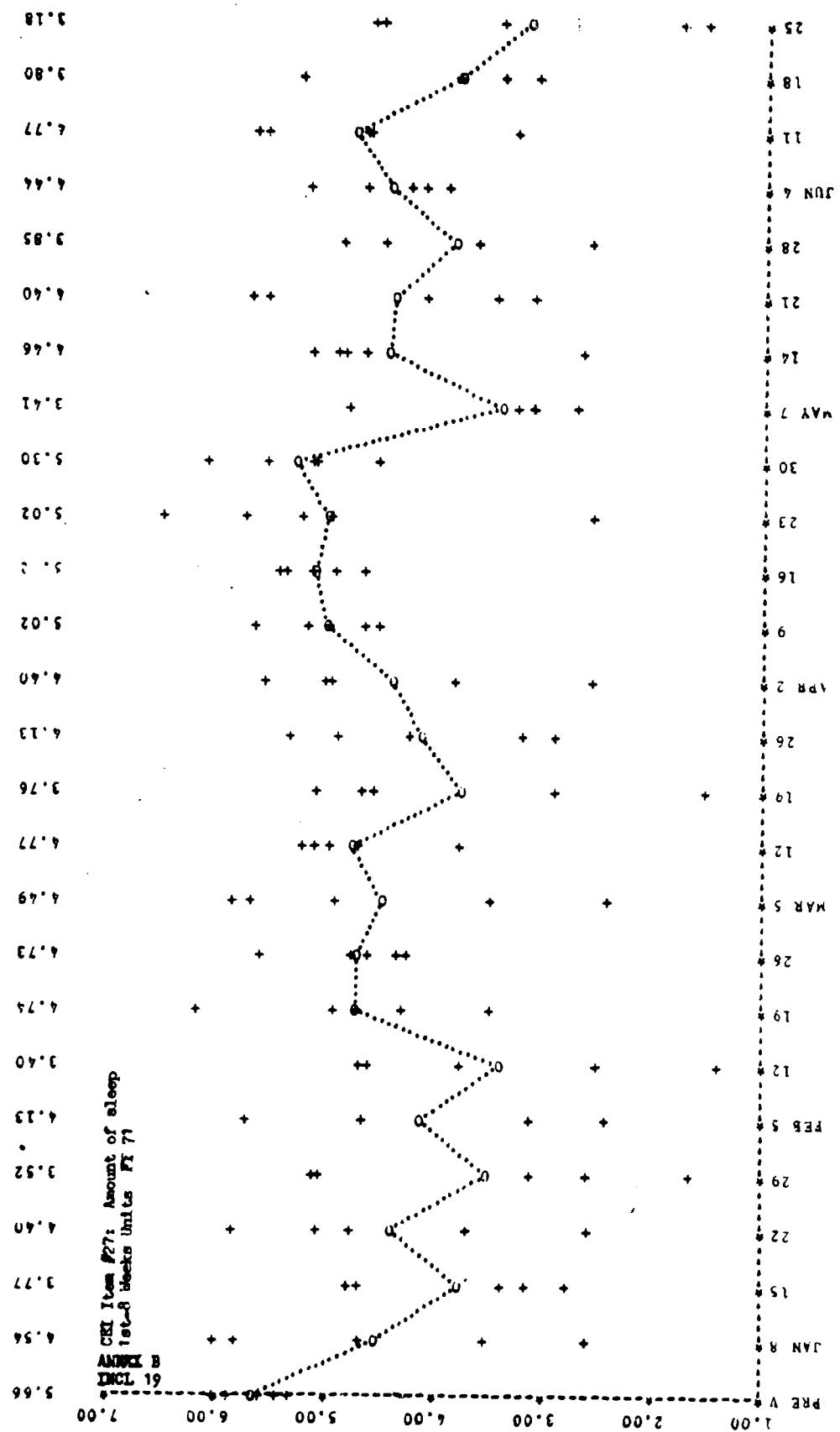


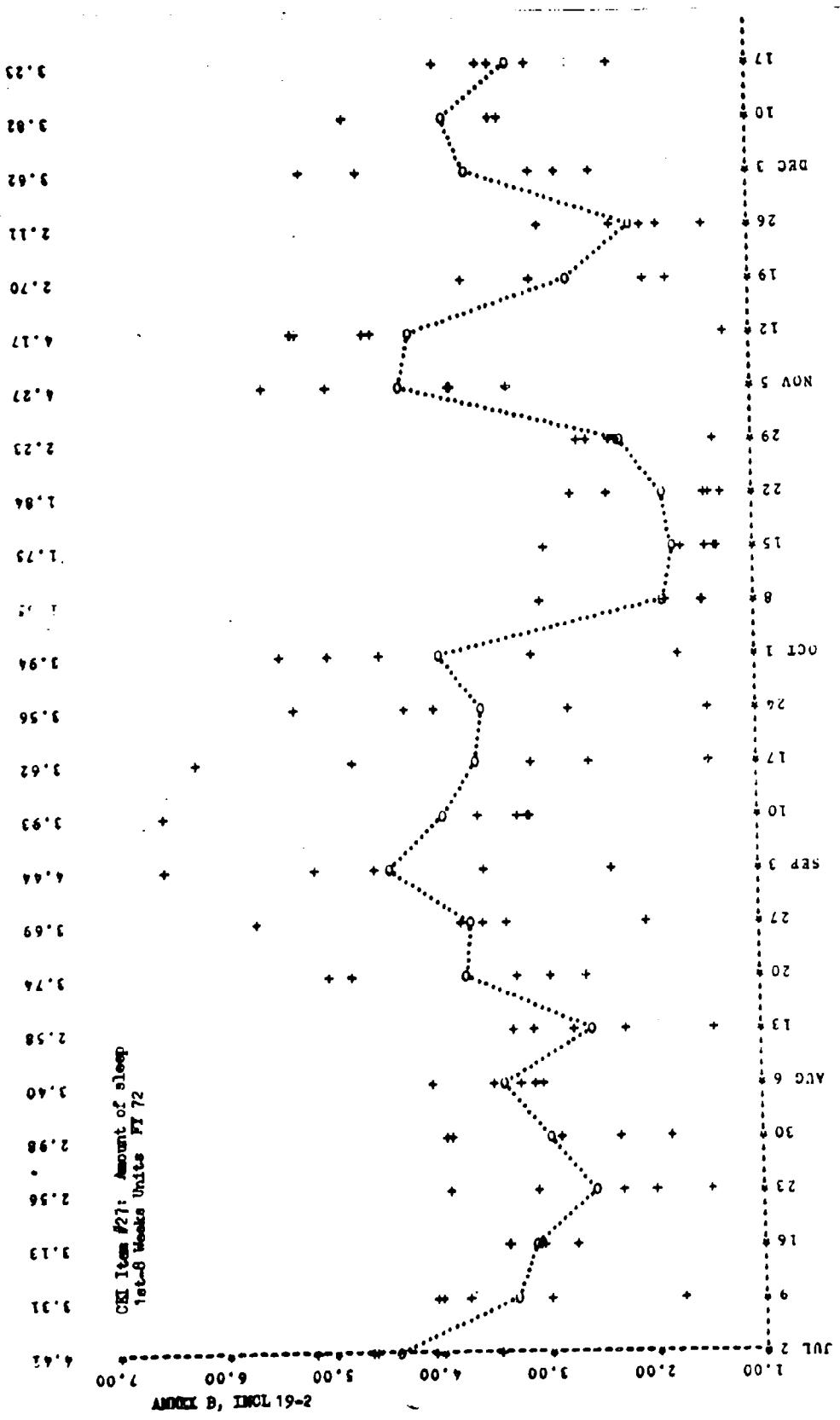


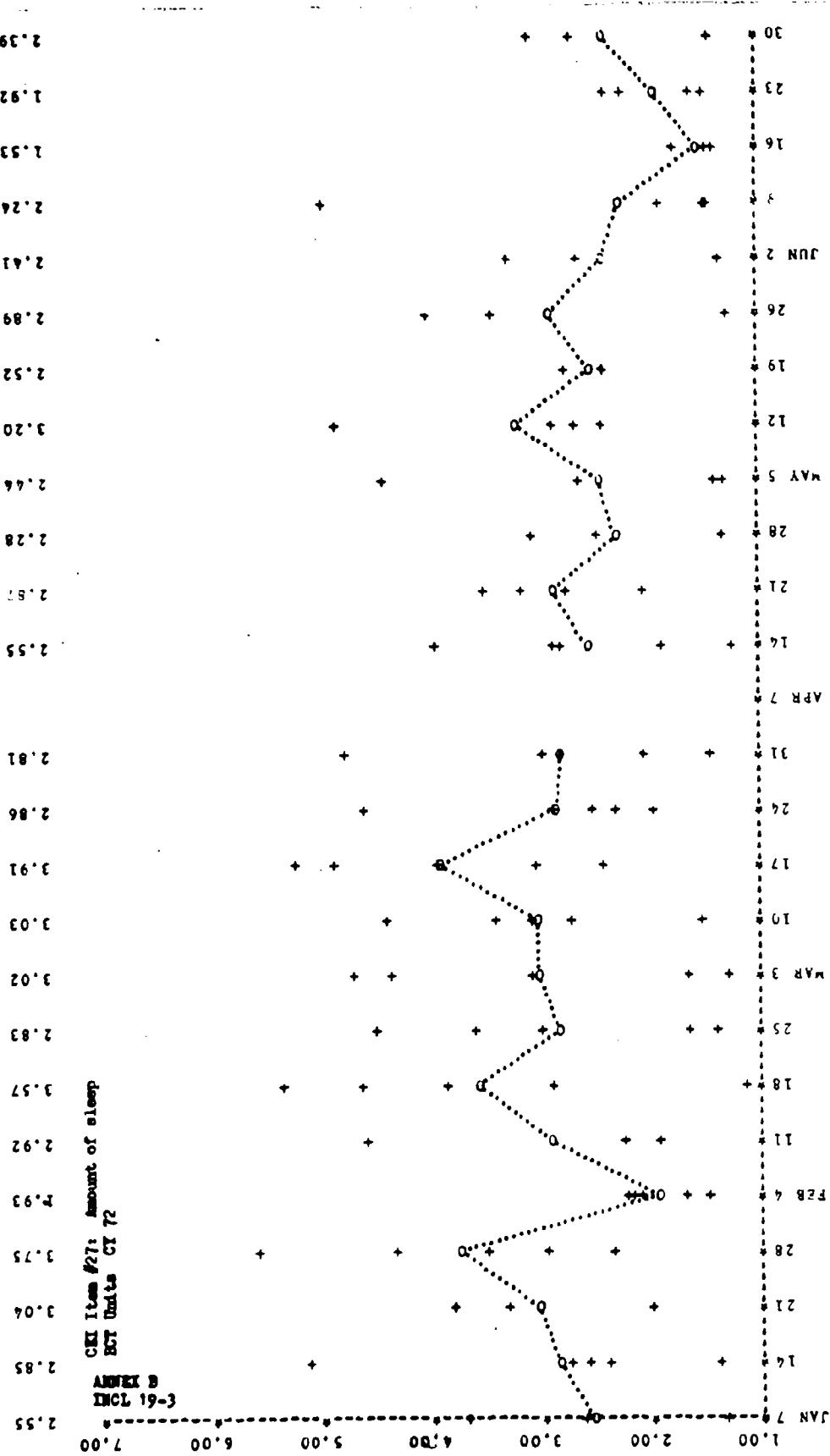


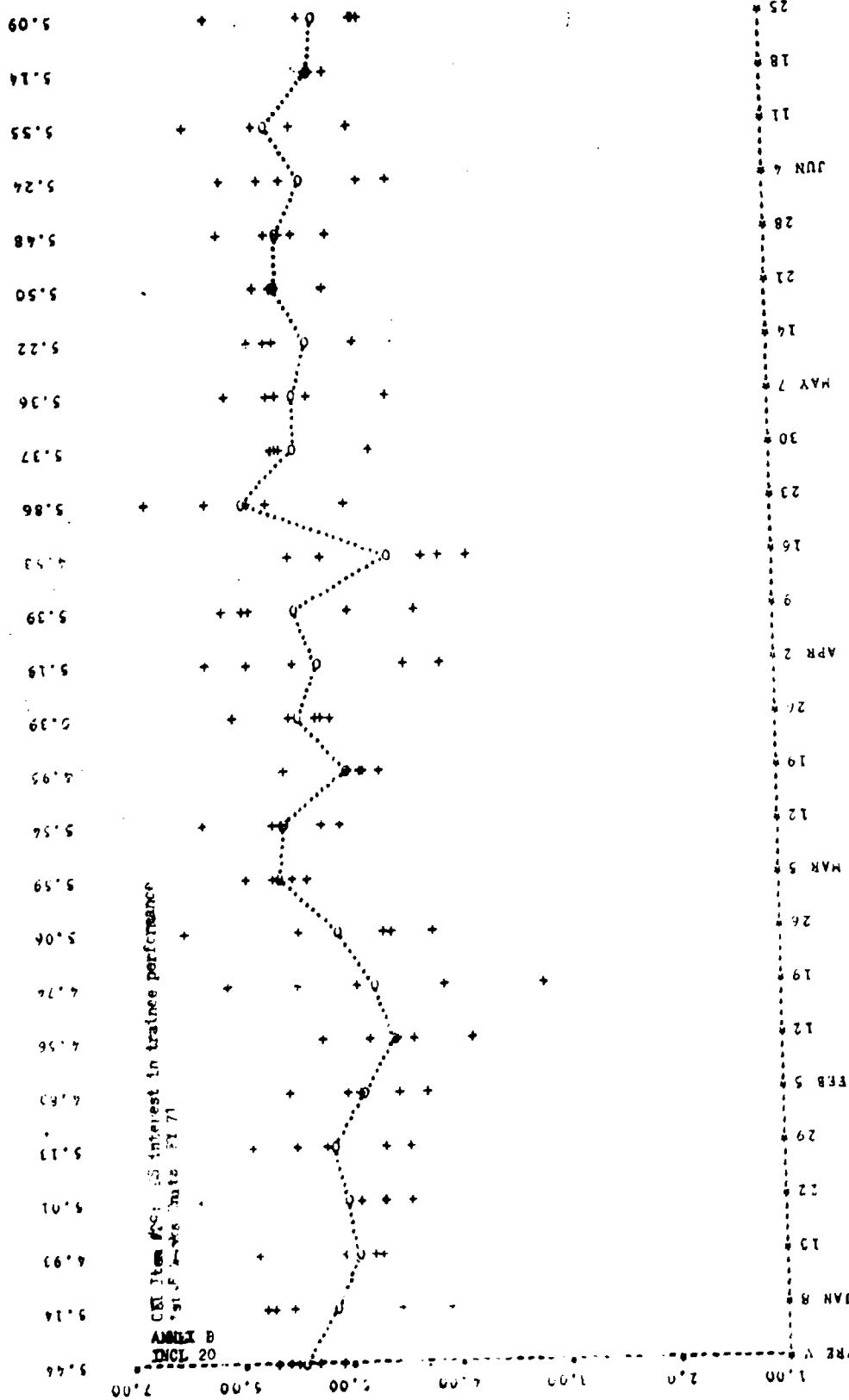


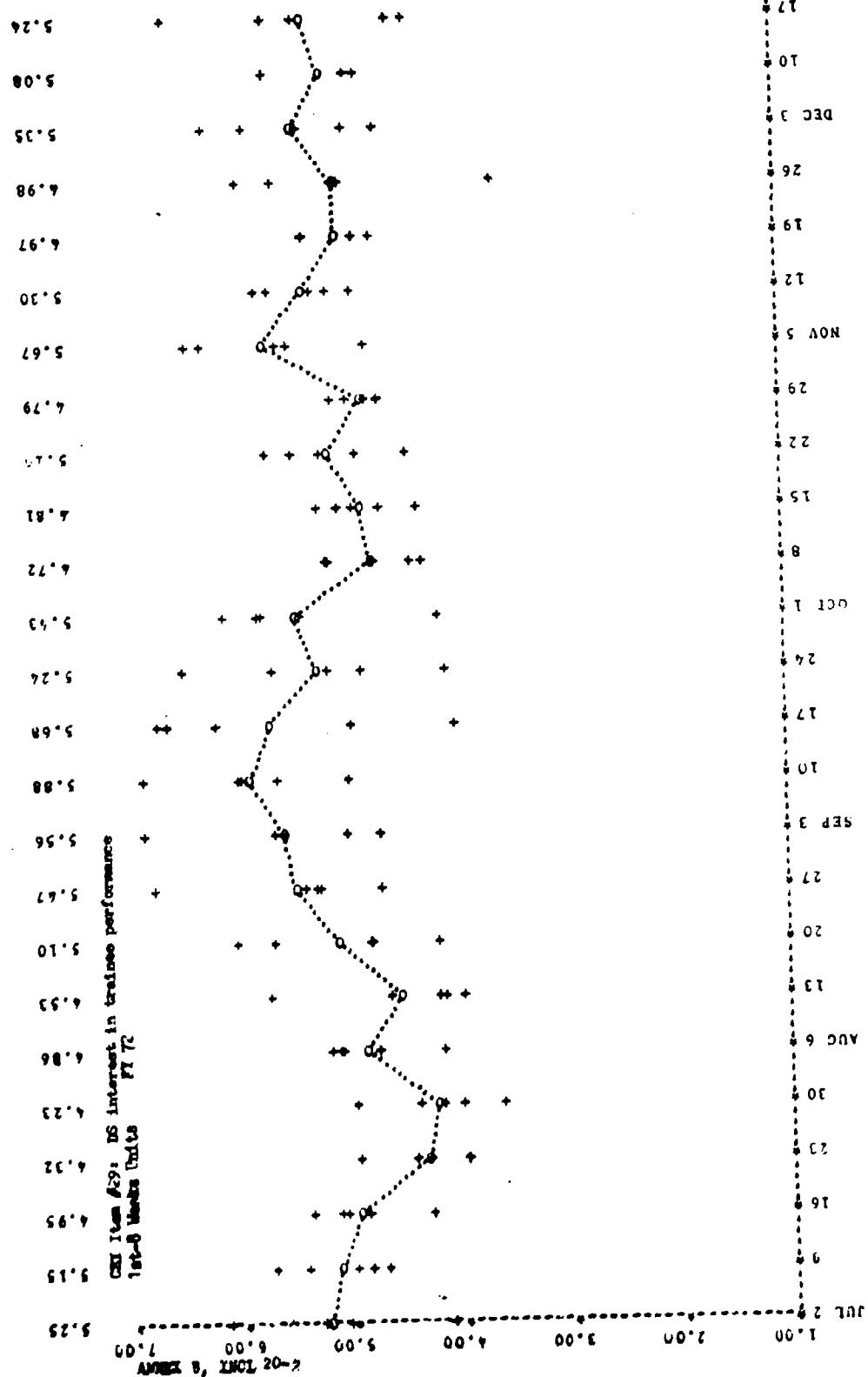


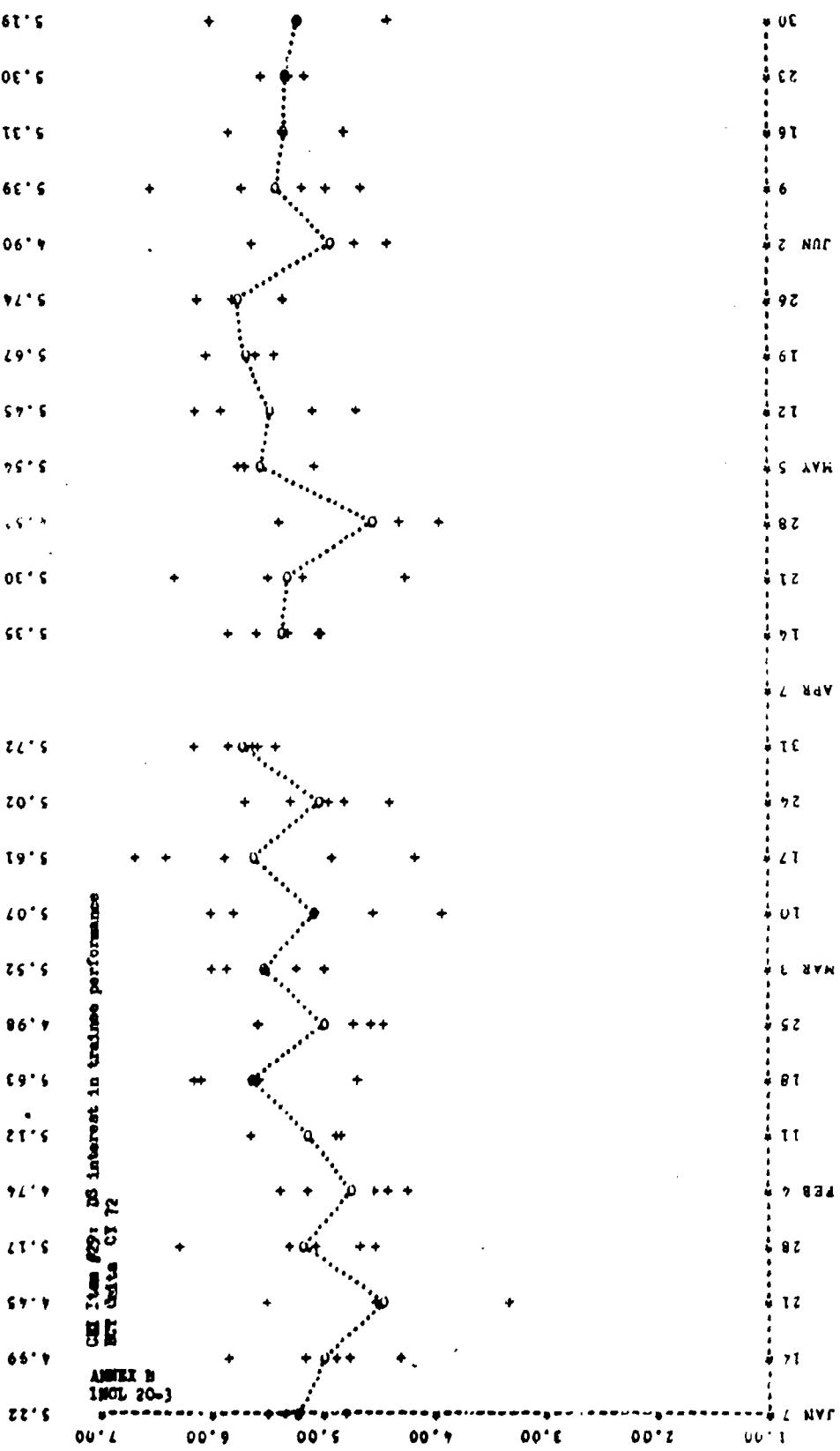


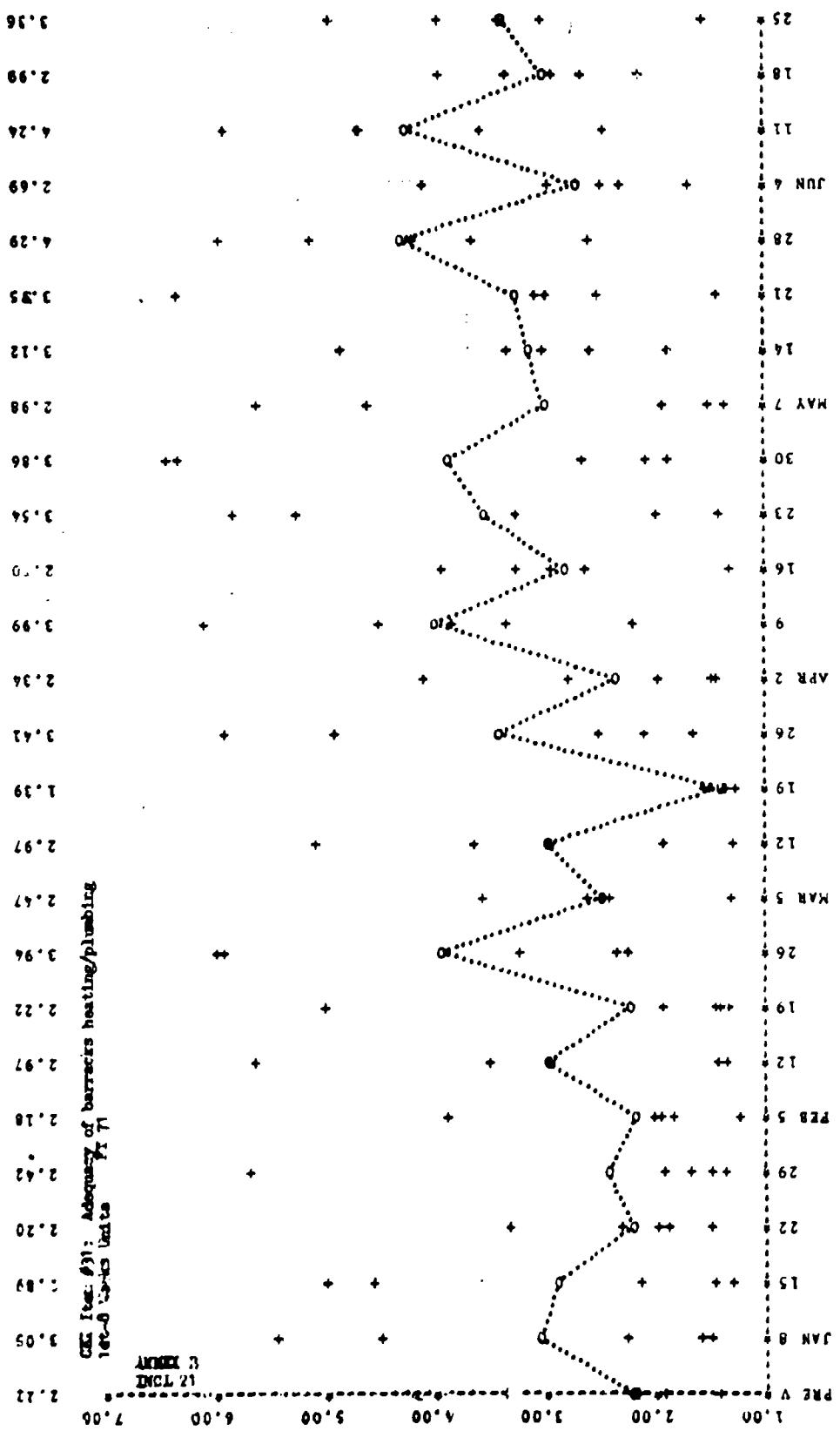


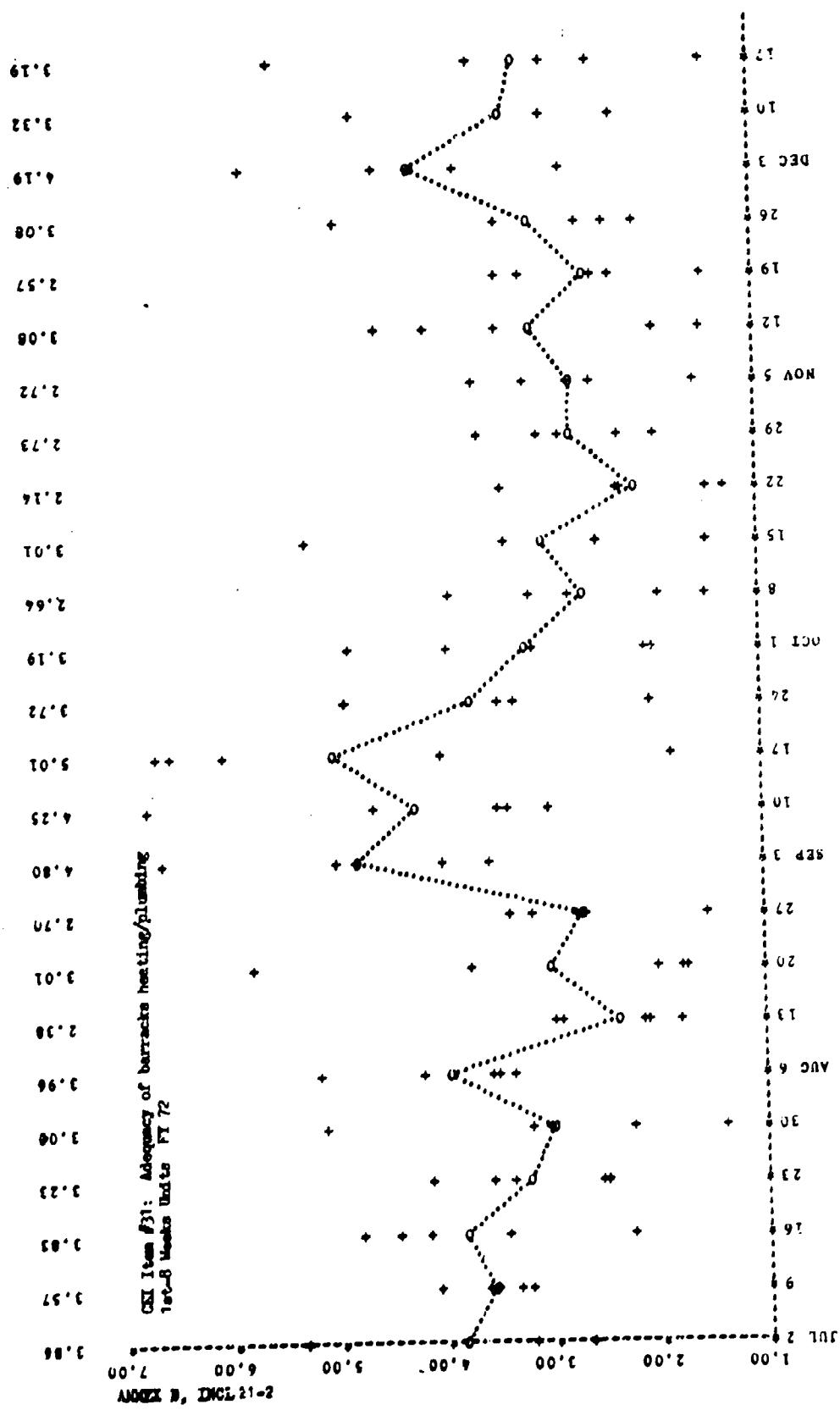


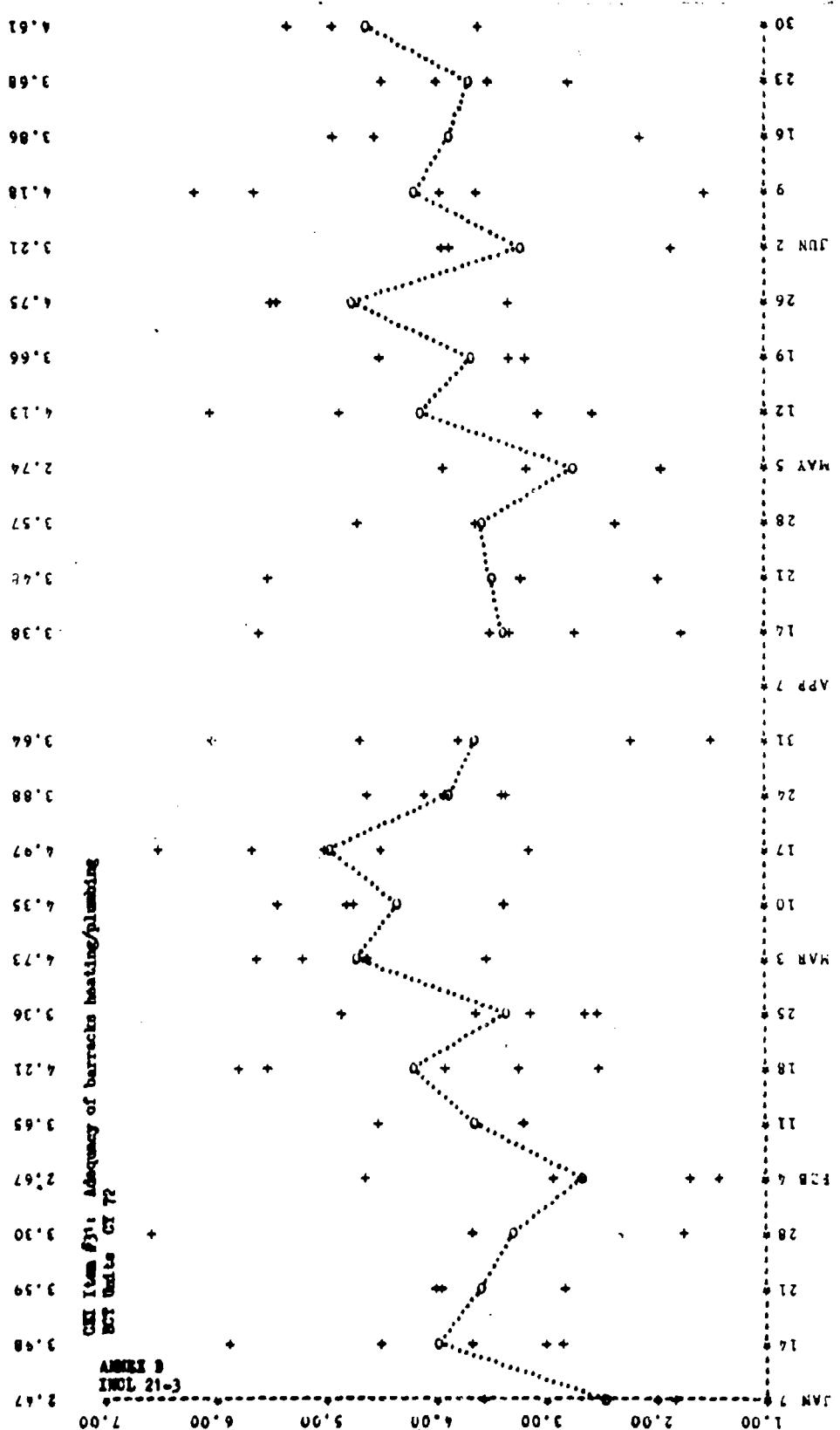


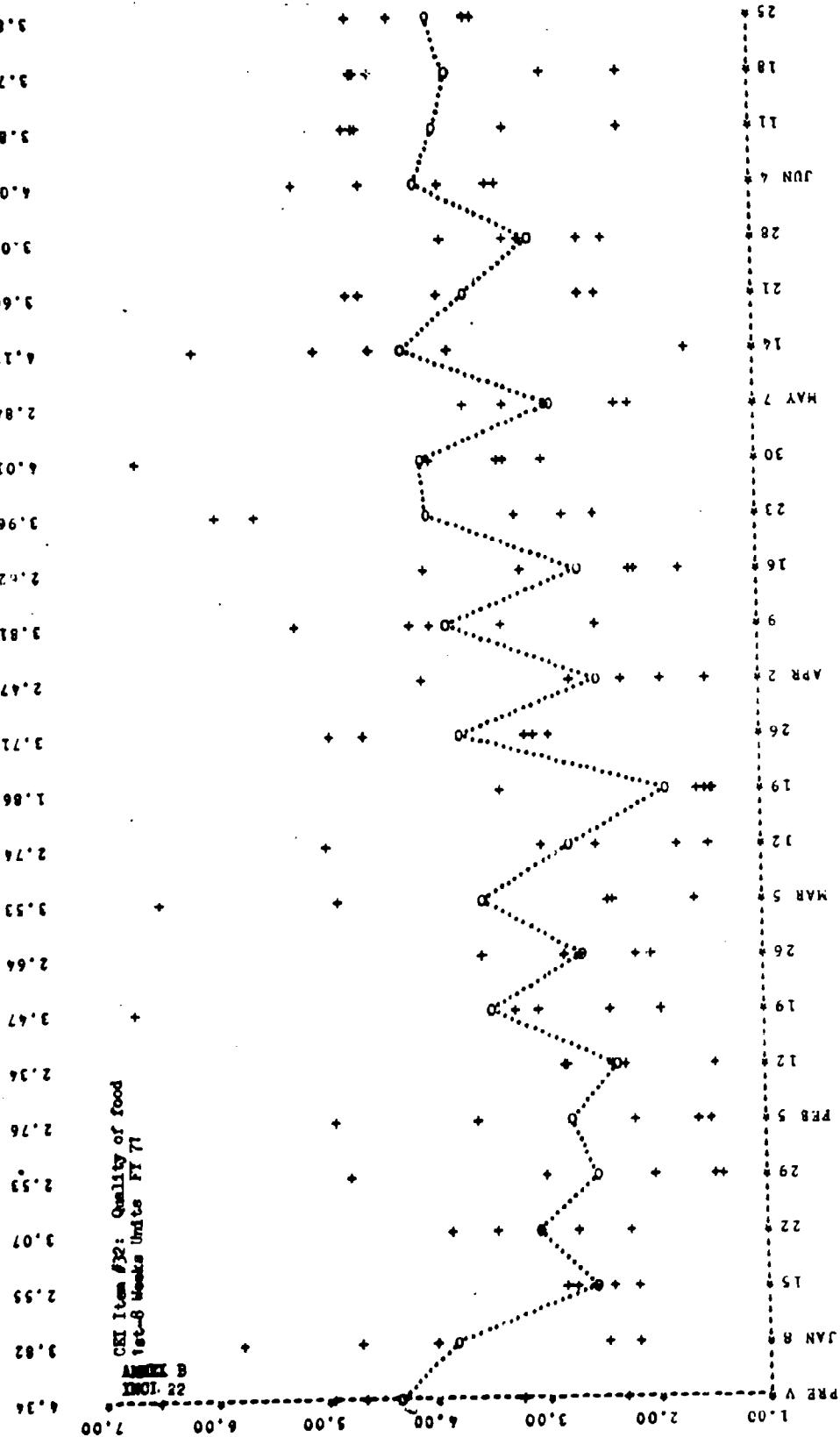


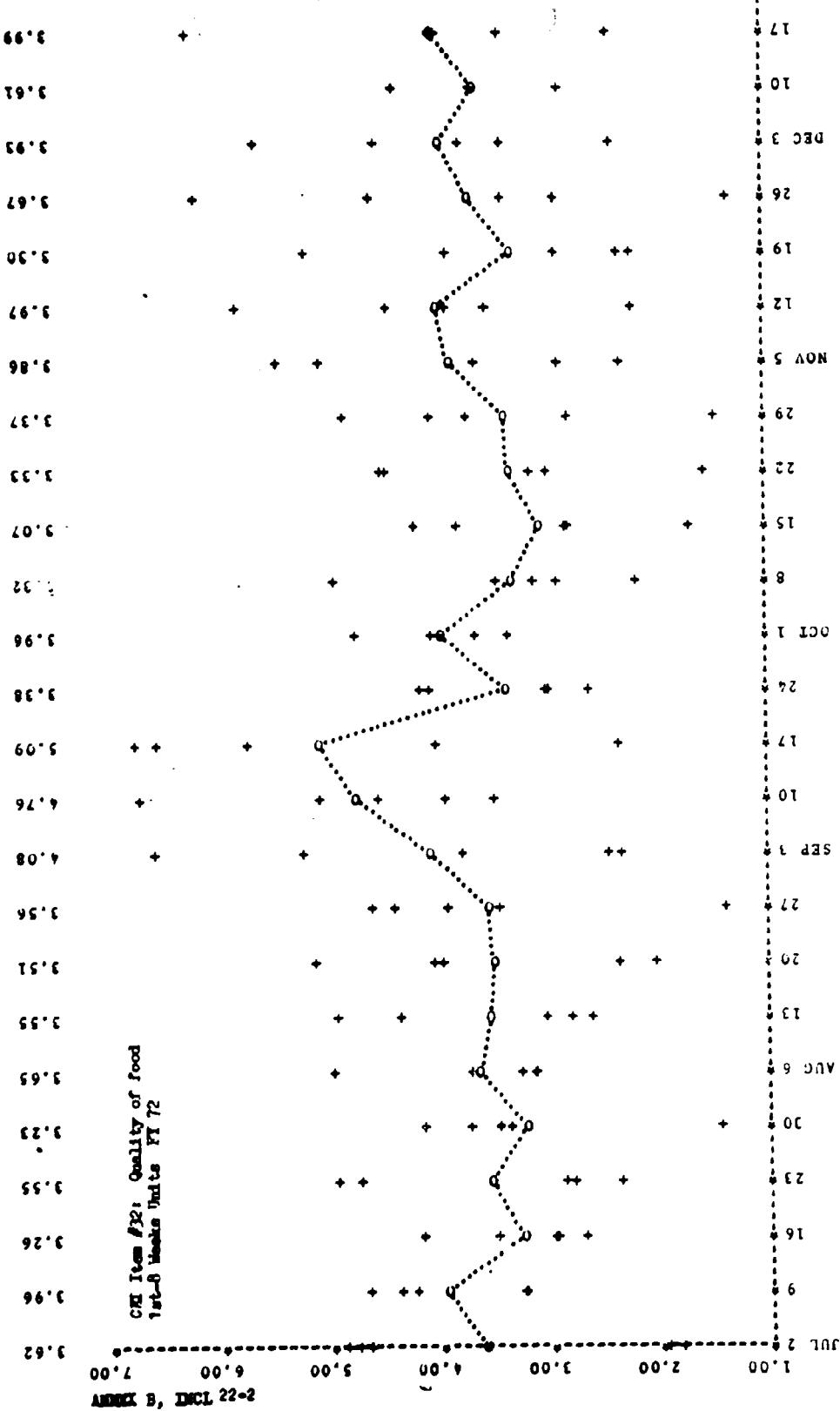


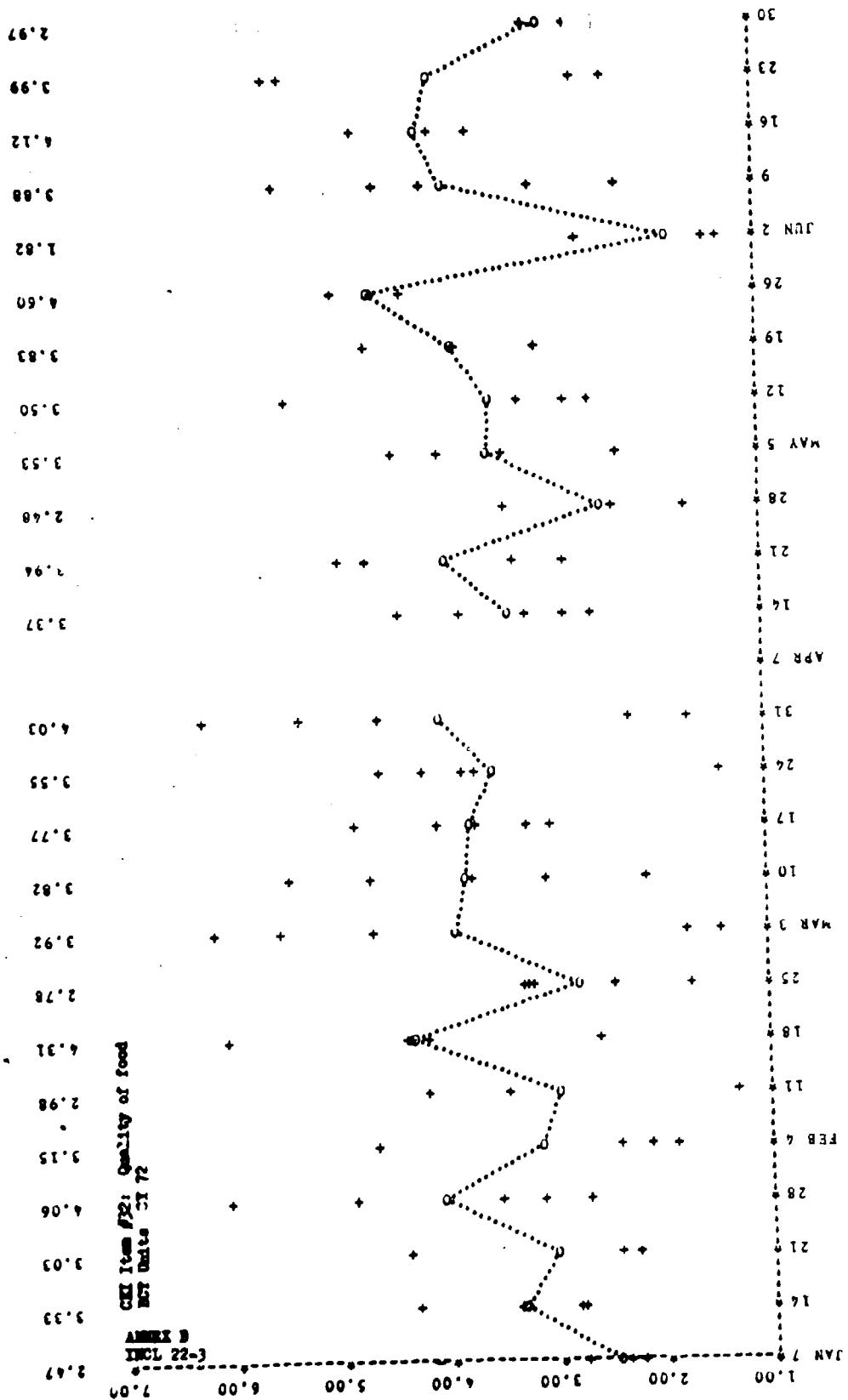


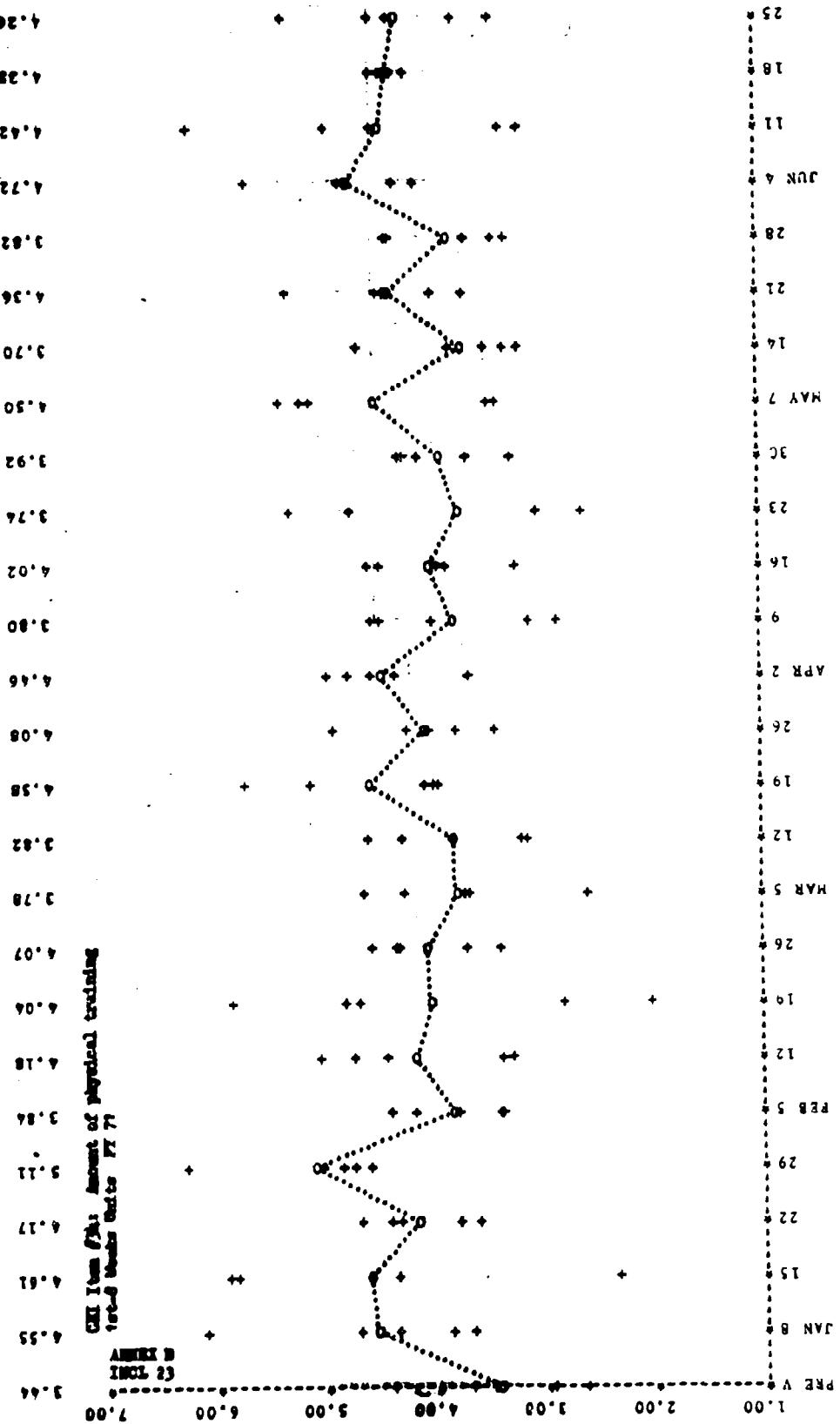






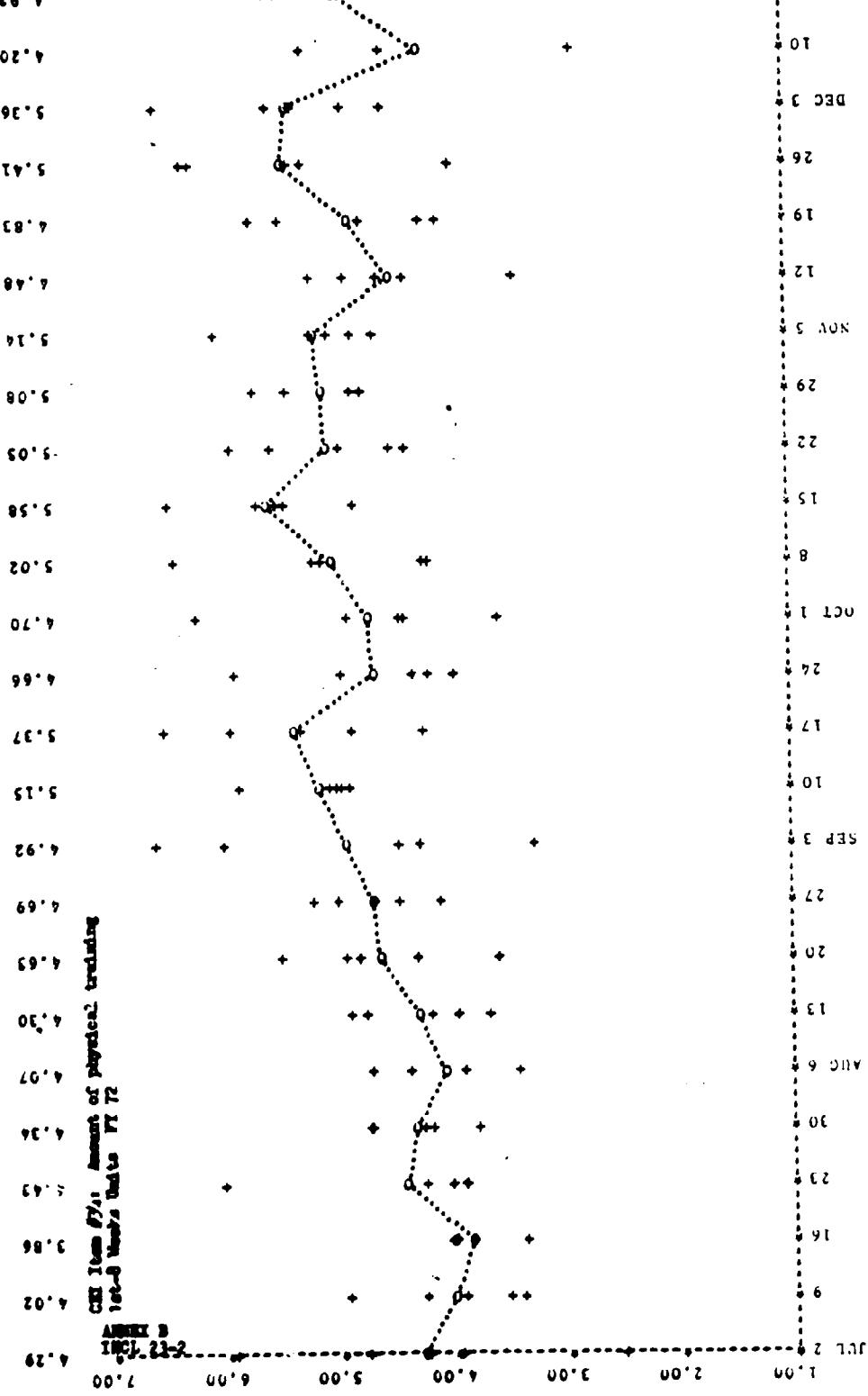


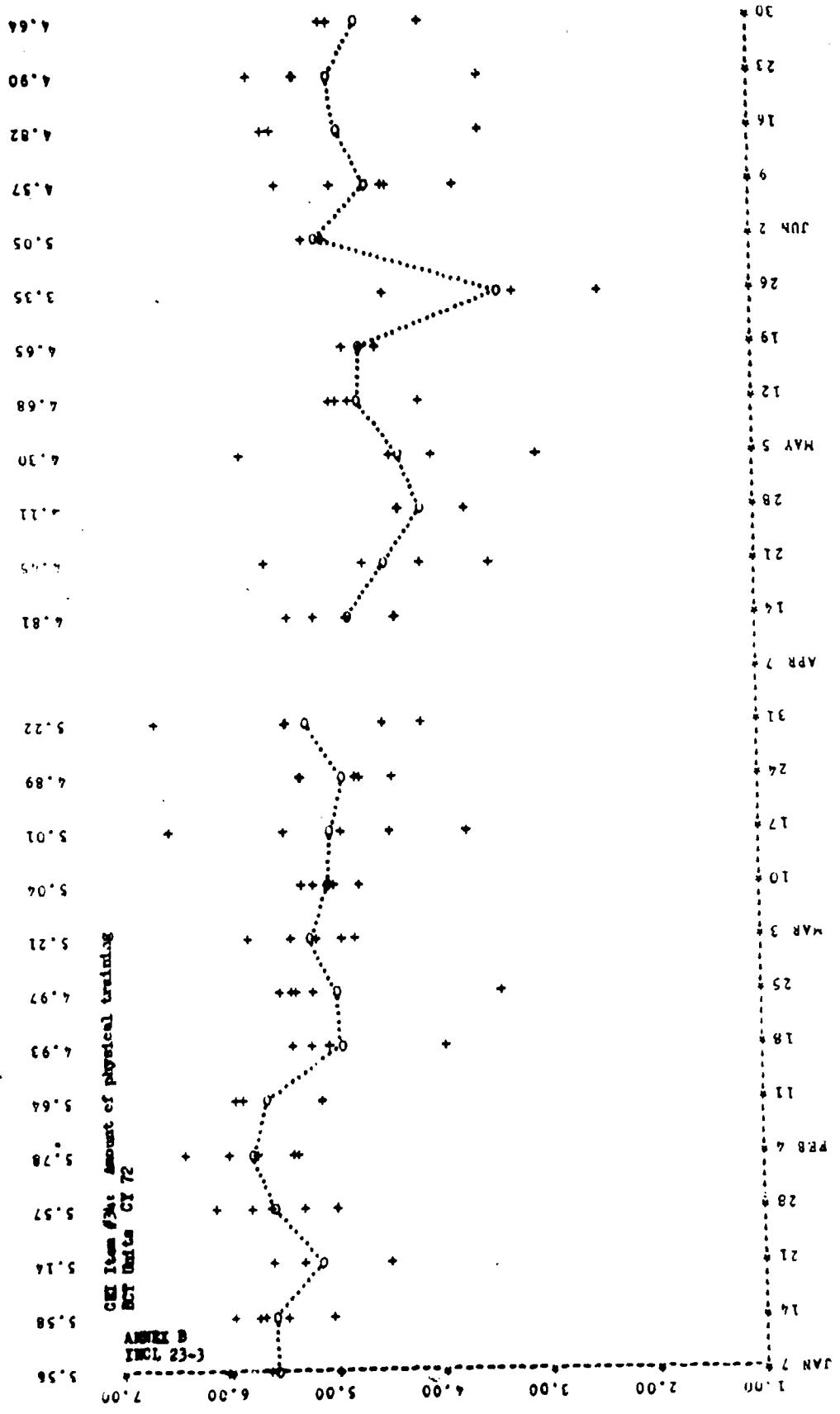


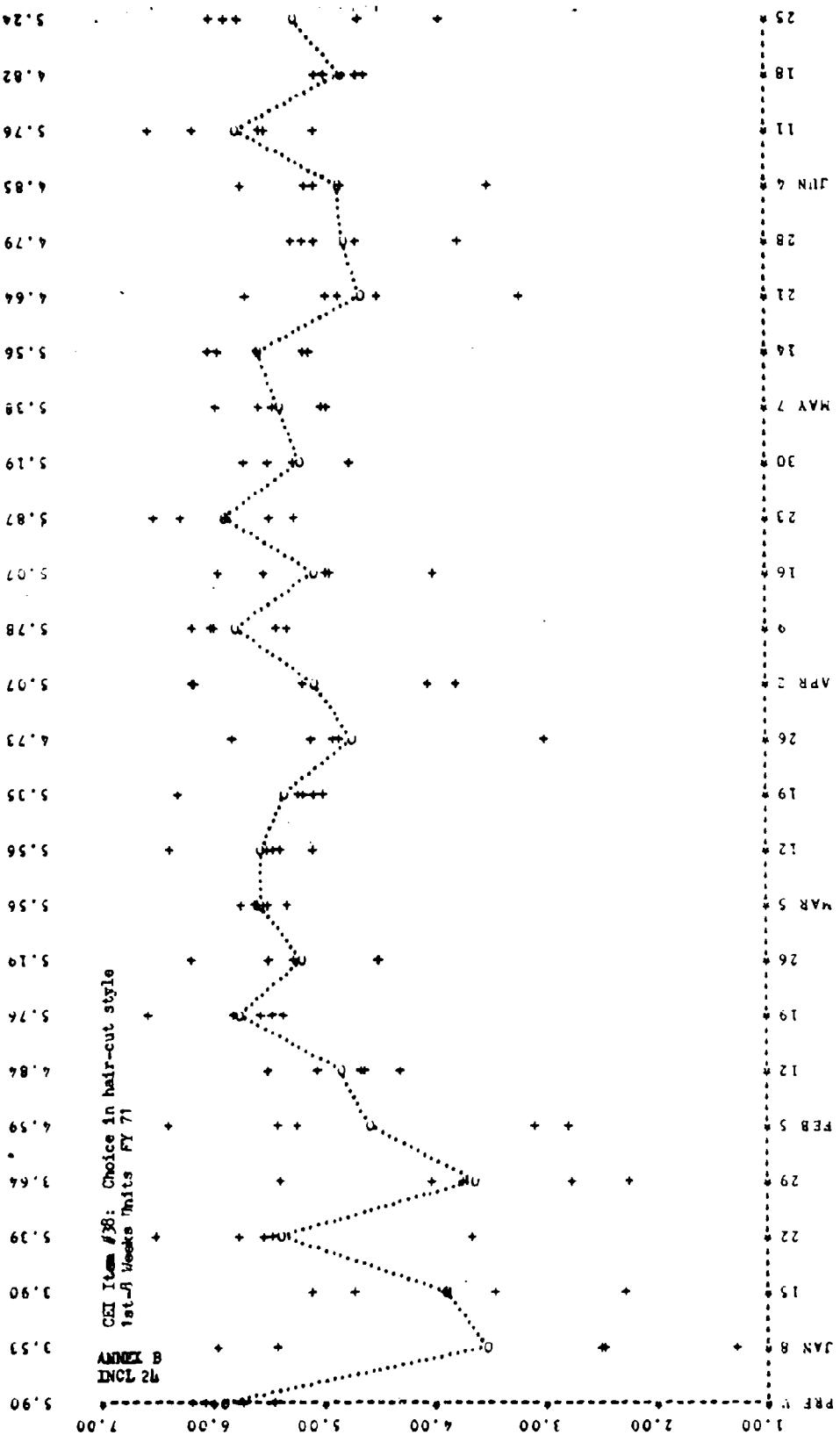


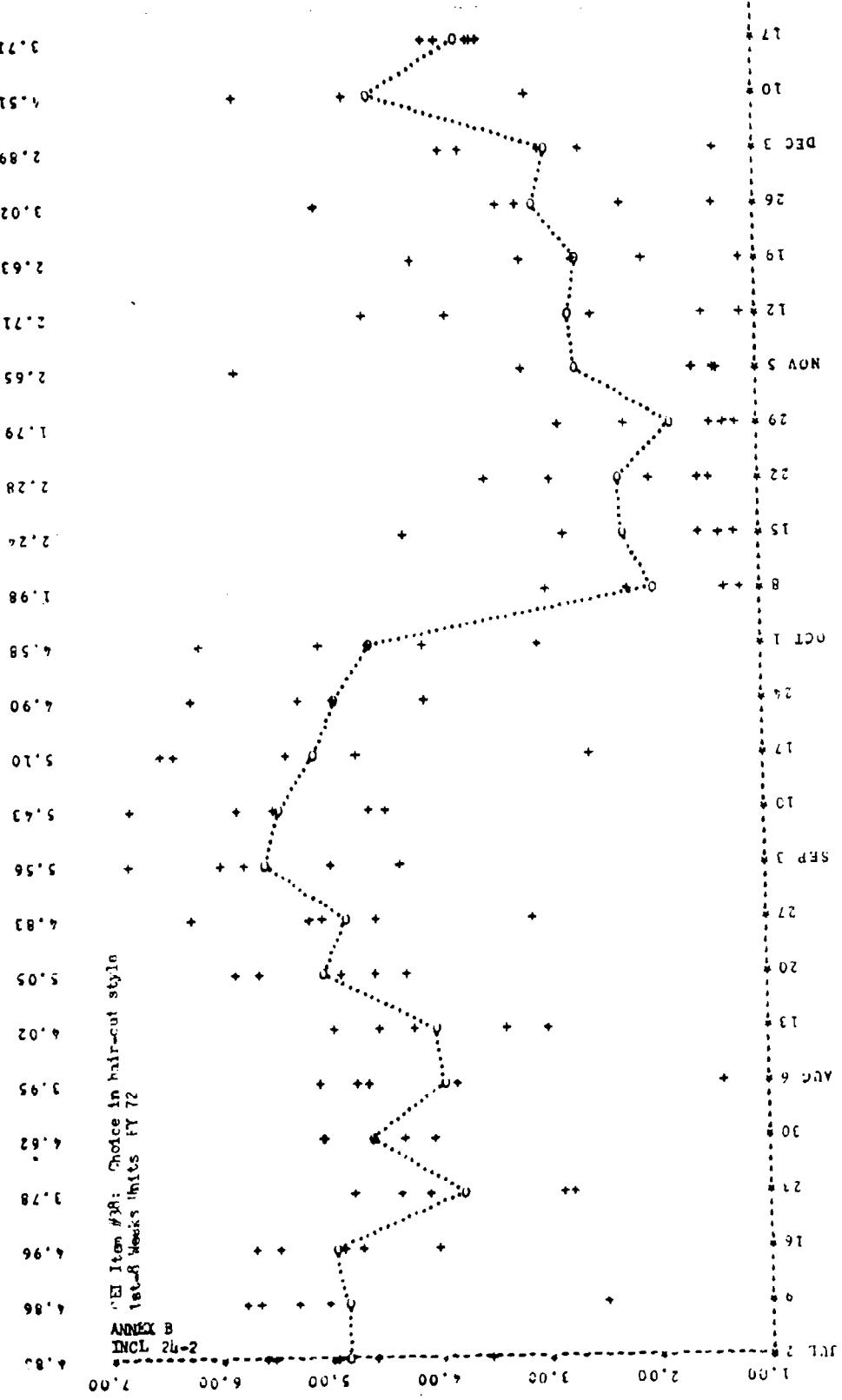
ANNEX B
TABLE 23

CHART OF
PERIODIC
TESTS

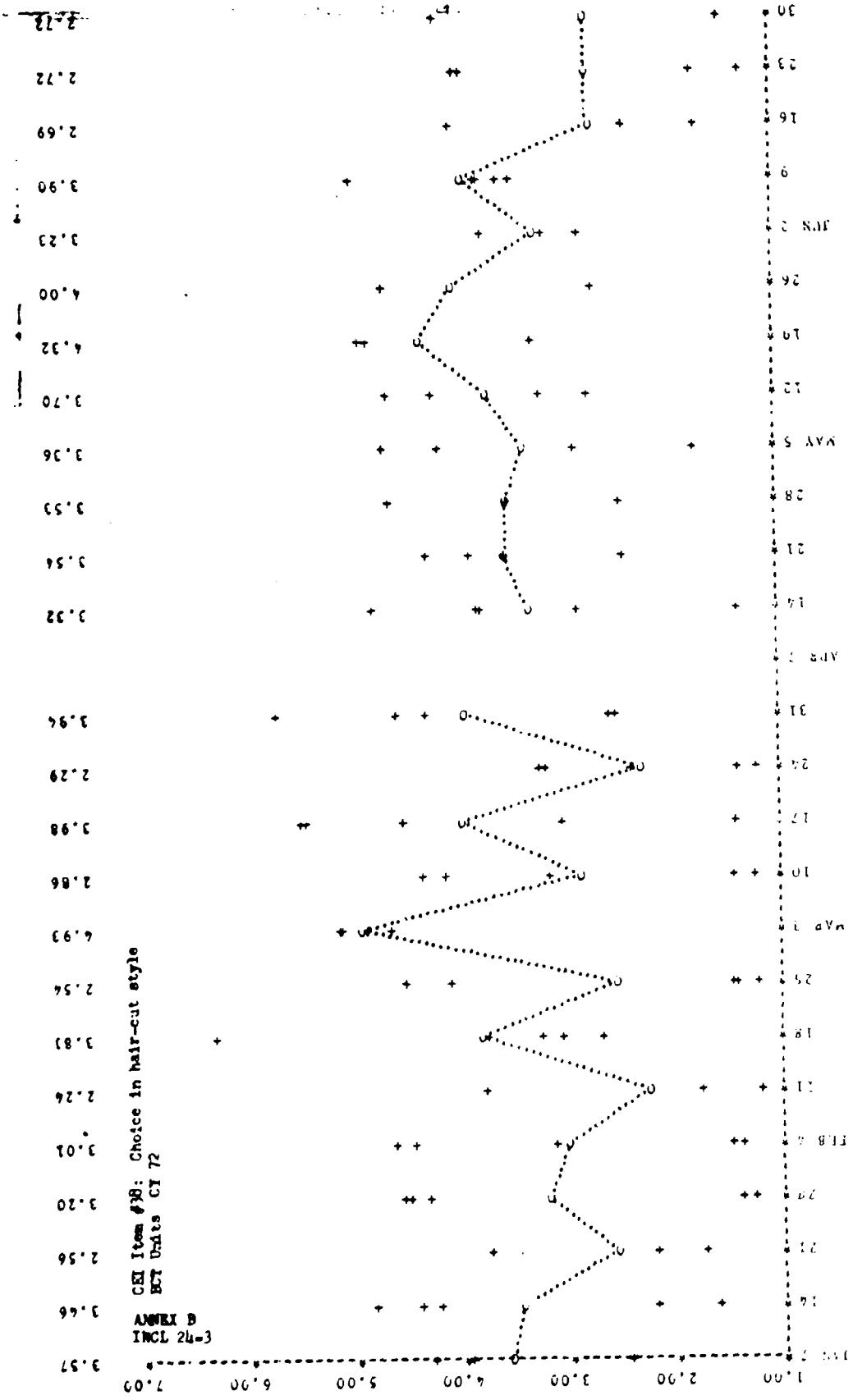


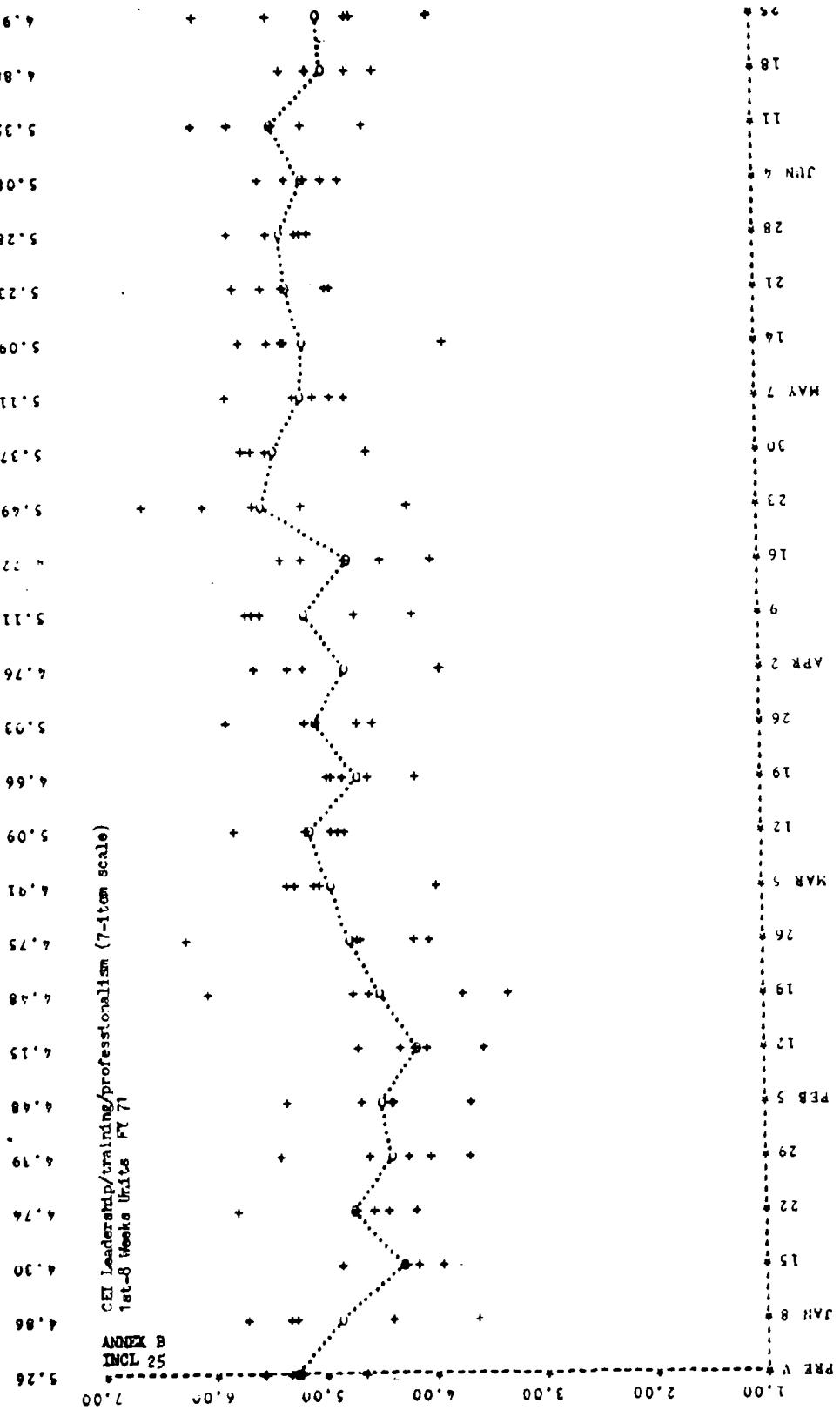


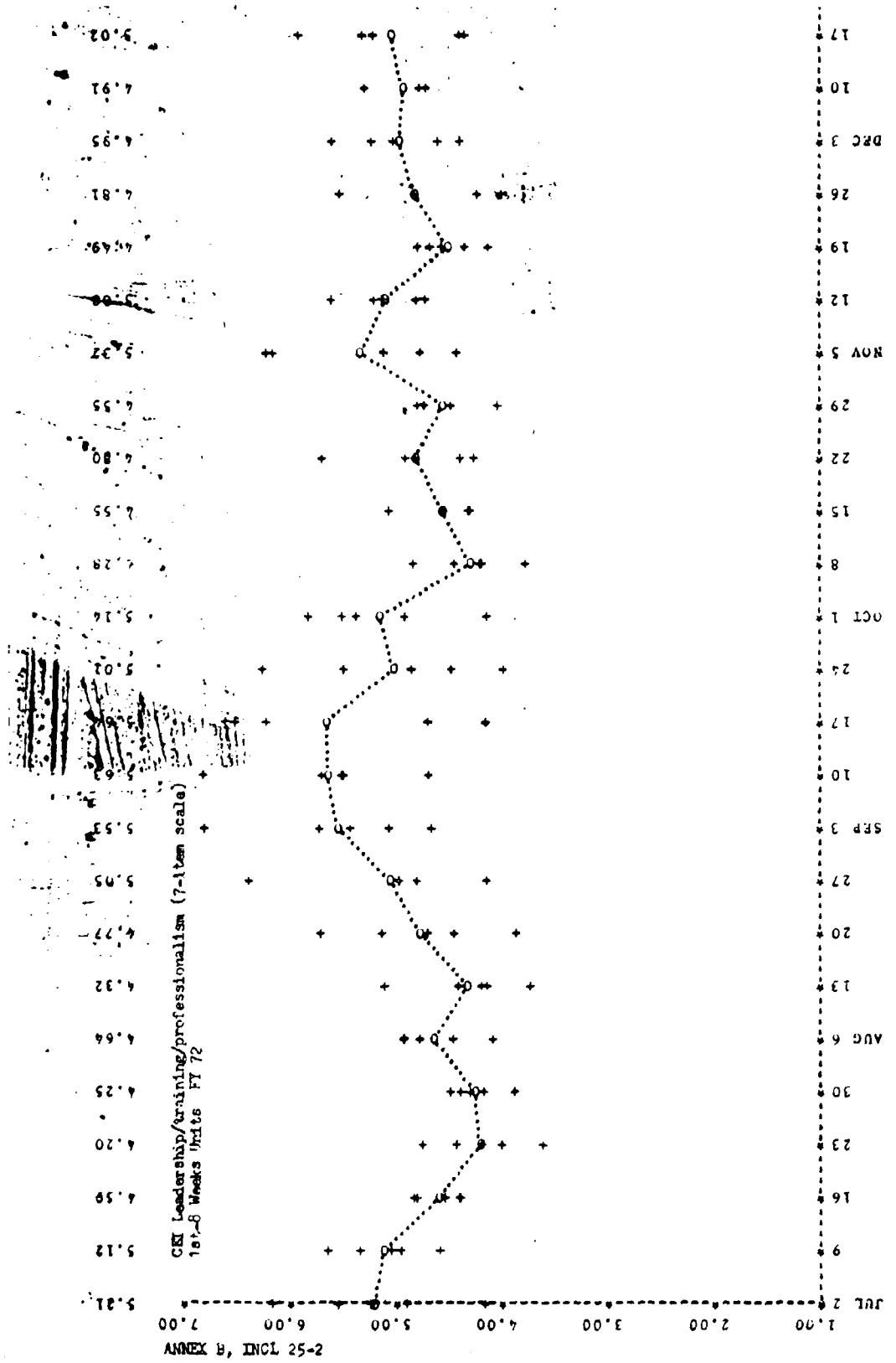




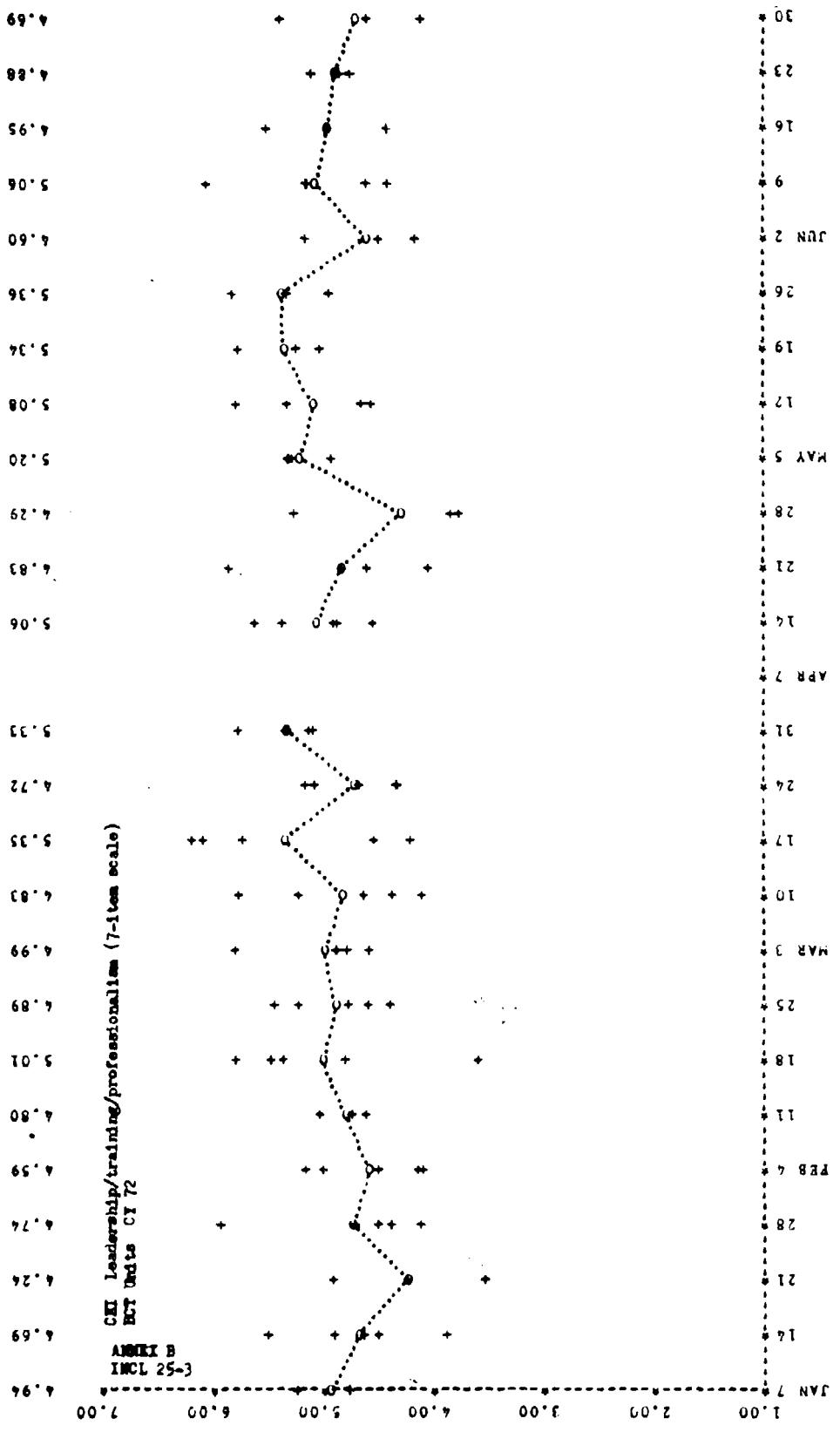
CEI Item #38: Choice in hair-cut style
BET Units CT 72

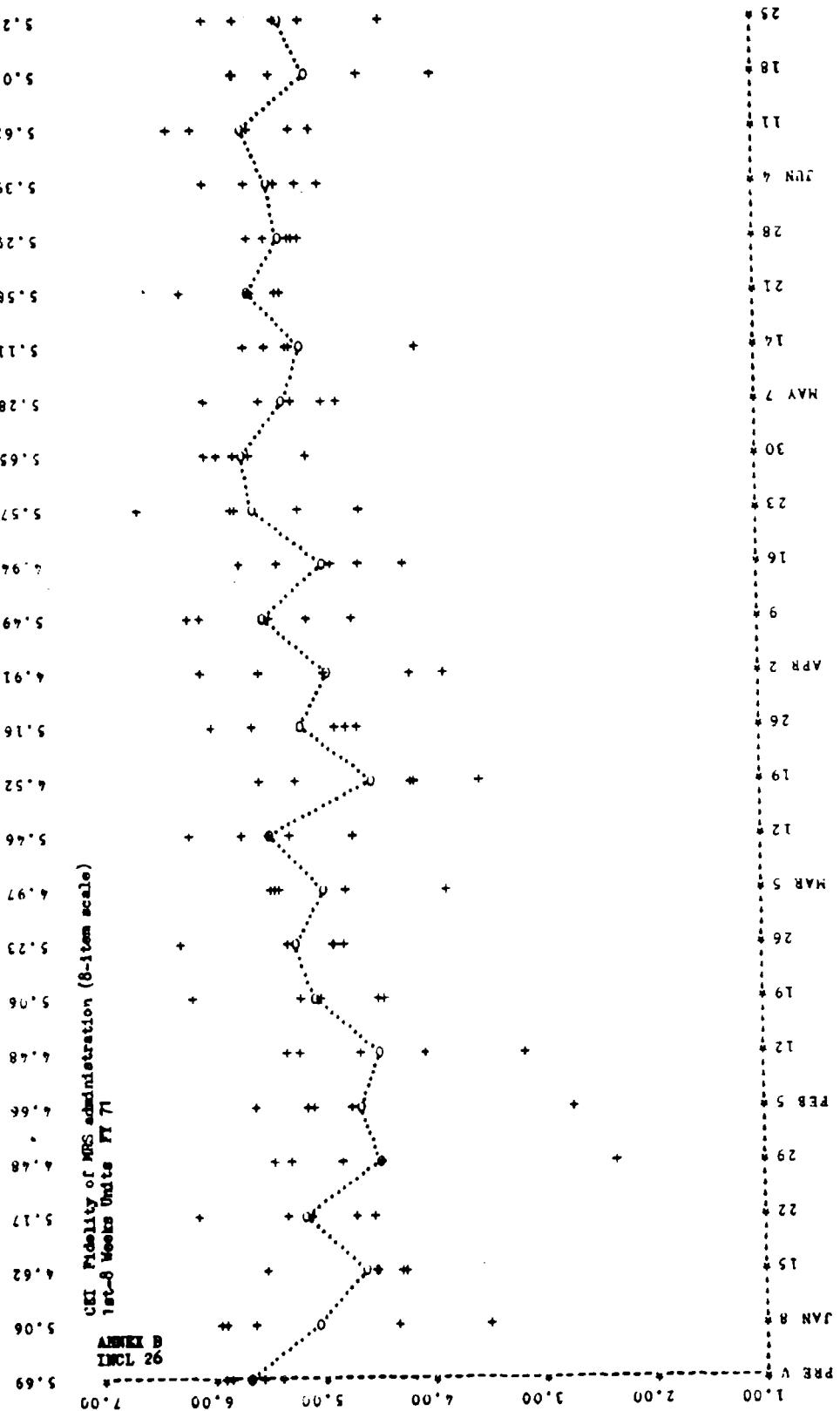


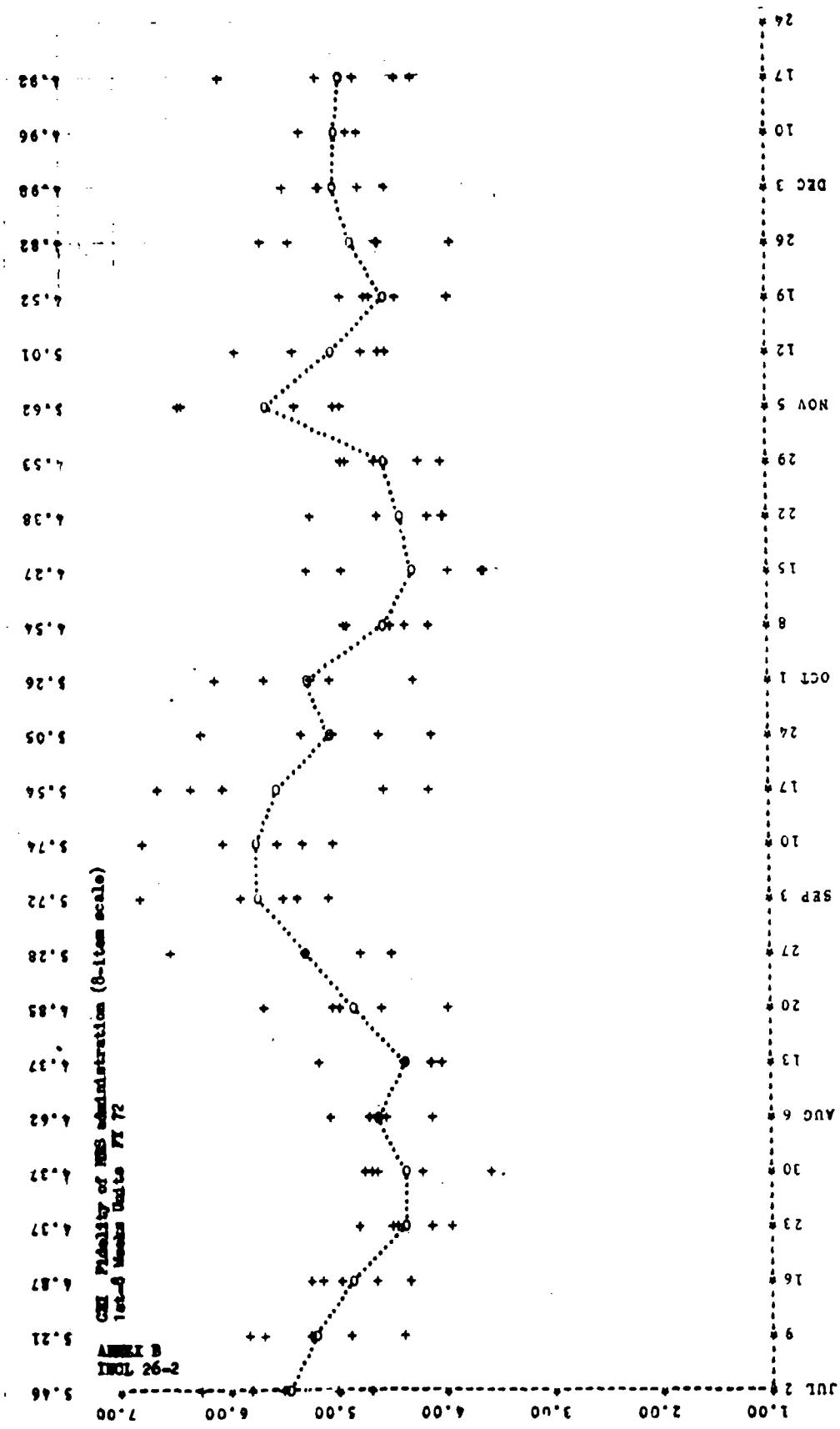


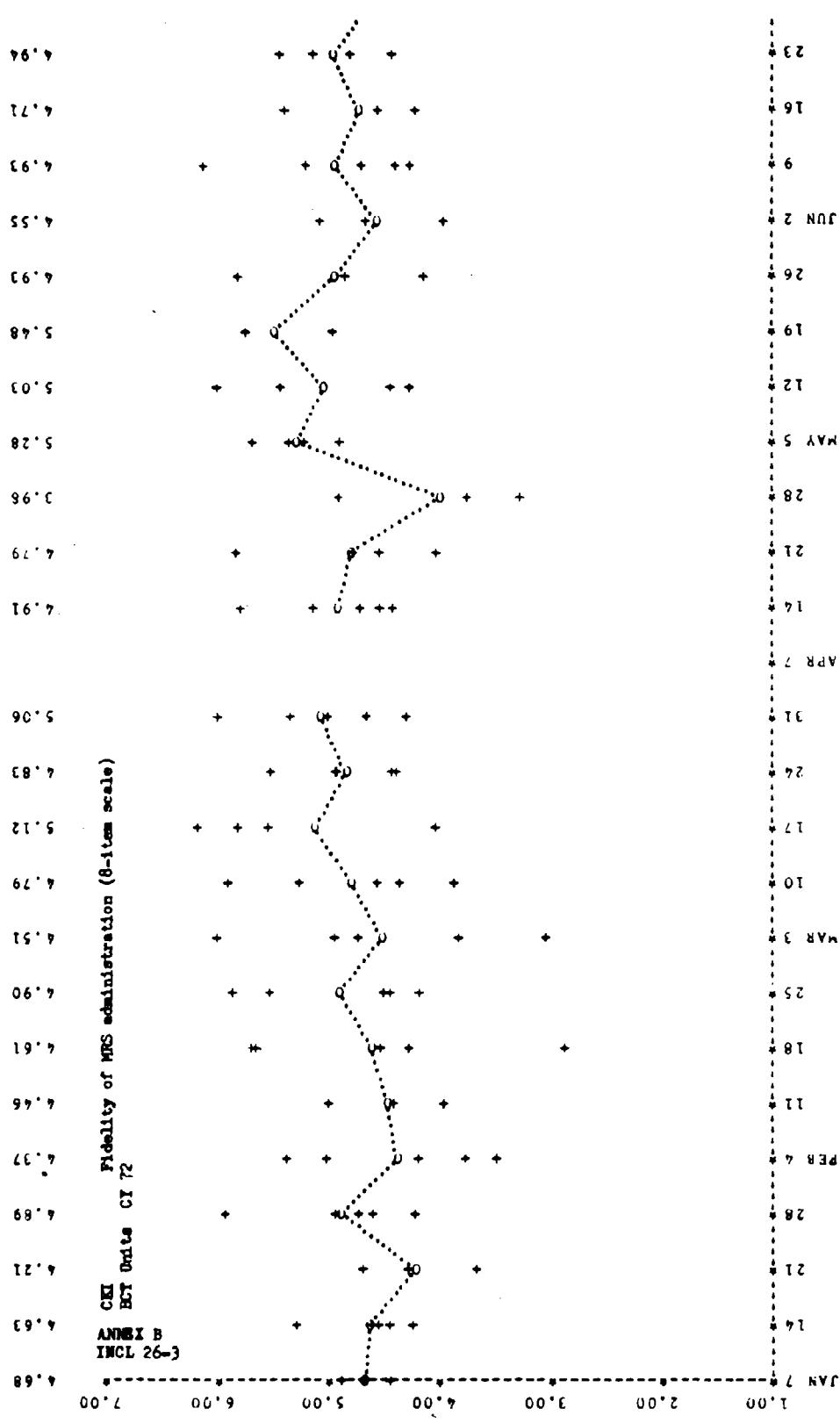


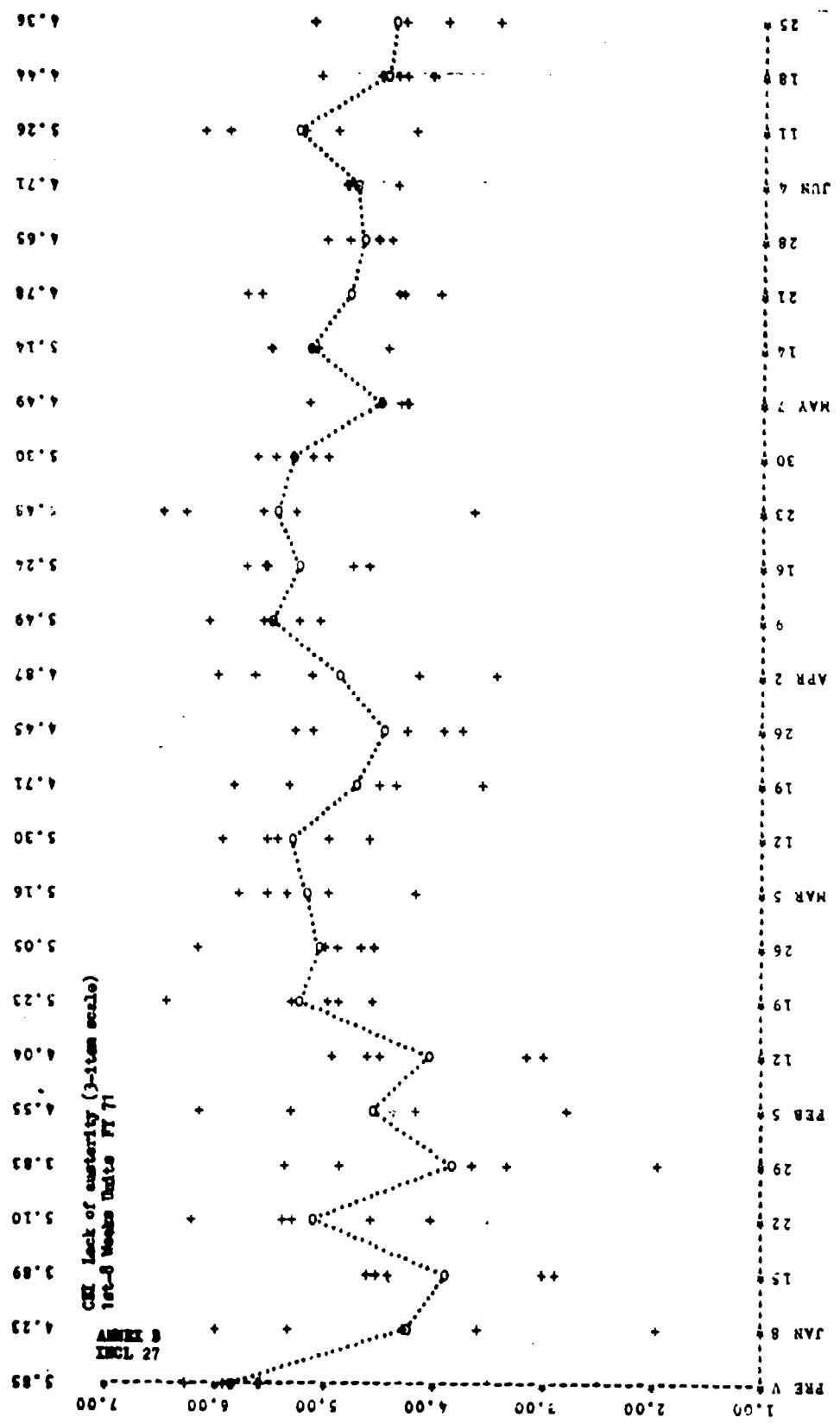
ANNEX B, INCL 25-2

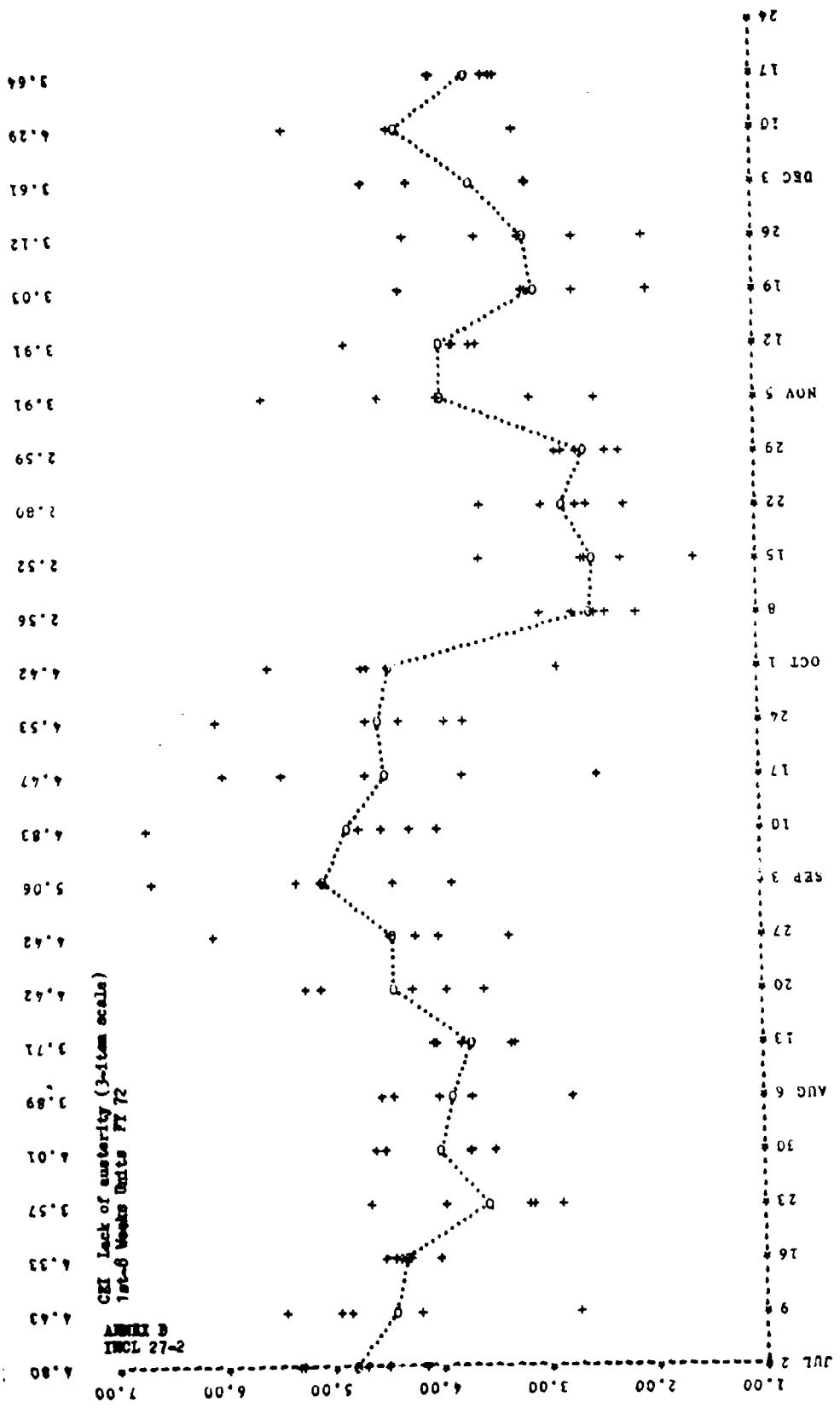


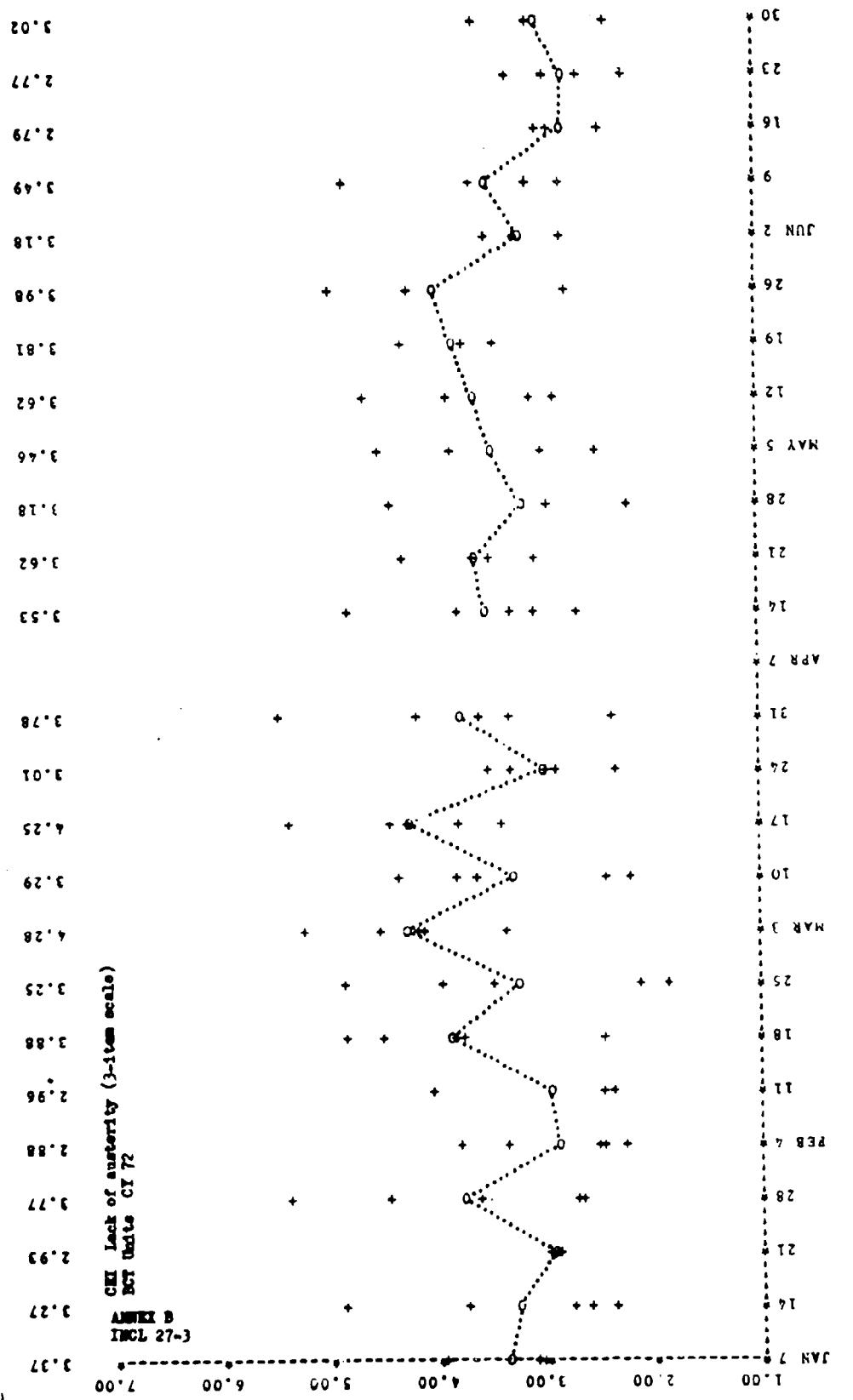












COMPARISON BETWEEN SLPP AND NON-SLPP TRAINEES FROM
TEN CYCLES (37 COMPANIES) ON SELECTED CEI INDICATORS

ITEM #	ITEM CONTENT	CEI RATING		
		SLPP	NON-SLPP	DIFF
25	Quality of training/instruction	5.63	5.66	-.03
34	Amount of physical conditioning	4.05	4.58	.53
59	Leadership/training/professionalism	5.09	4.99	.10
61	(Lack of) austerity	3.40	3.30	.10
62	Attitude	5.41	5.29	.12
66	Reenlistment intention	3.18	3.16	.02

ANNEX C (Trainee Attrition) to Fort Ord Final Project VOLAR Evaluation

1. PURPOSE: To present data on trainee attrition for the 18-month period in which Project VOLAR was in effect at Fort Ord.

2. METHOD:

a. Trainee attrition is defined as failure to complete training with the originating cycle. Therefore, attrition counts do not represent absolute losses from the training system; instead, they represent graduation delays and absolute losses.

b. Attrition is classified as "chargeable" and "unchargeable". The kinds of attrition falling into the chargeable category lie more within the domain of unit commander control than the unchargeable losses. (See Incl 1, which is a statement of attrition classification.)

c. Attrition data were gathered from end-of-cycle reports (Incl 2) prepared by the company and monitored by battalion and brigade headquarters.

d. Counts of absent without leave (AWOL) and dropped from the rolls (DFR) have been broken out for particular study. To be counted as an AWOL the trainees' unauthorized absence must have been of such a nature or duration that it caused him to fail to graduate with his originating cycle.

e. Also presented is a separate breakout of medical and administrative separations (either pending or accomplished) within the unchargeable category. Medical and administrative separations, of course, do reflect absolute losses from the training system.

3. RESULTS:

a. Inclosure 3 is the attrition data on 1st-8 weeks units by calendar week for FY 71. "Base" is the strength figure upon which all of the column percentages are calculated. Inclosure 4 presents the attrition data on 1st-8 weeks units from Jul 71 through Dec 71. Inclosure 5 is the attrition data on BCT units from Jan 72 through Jun 72. The table at Inclosure 6 summarizes the BCT trainee attrition data for the entire 18-month VOLAR period.

b. Inclosure 7 is the attrition data on 2d-8 weeks units by calendar week for FY 71. "Strength" is the strength figure upon which all of the column percentages are calculated. Inclosure 8 presents the attrition data on 2d-8 weeks units from Jul 71 through Dec 71. Inclosure 9 is the attrition data on AIT units from Jan 72 through Jun 72. Inclosure 10, 11, 12, present

AWOL/DFR rates for the same time periods. Finally, Inclosure 13 summarizes the AIT trainee attrition data for the entire 18-month VOLAR period.

Inclosures:

- 1 - Attrition Classification
- 2 - End-of-Cycle Report
- 3 - BCT Attrition Jan 71 - Jun 71
- 4 - BCT Attrition Jul 71 - Dec 71
- 5 - BCT Attrition Jan 72 - Jun 72
- 6 - BCT Attrition During Entirety of Project VOLAR
- 7 - AIT Attrition Jan 71 - Jun 71
- 8 - AIT Attrition Jul 71 - Dec 71
- 9 - AIT Attrition Jan 72 - Jun 72
- 10 - AIT AWOL/DFR Jan 71 - Jun 71
- 11 - AIT AWOL/DFR Jul 71 - Dec 71
- 12 - AIT AWOL/DFR Jan 72 - Jun 72
- 13 - AIT Attrition During Entirety of Project VOLAR

ATTRITION CLASSIFICATION

Unchargeable Loss

Medical Separation (except
non-EPTS training injury)
Admin Separation or "Hold"
AR 615-212
Hardship, Minority, Depen'cy
Erroneous induction
Fraudulent entry
Civil record prior to EAD
1-O or 1-A-O
Recycle Drop
Hospitalization (except
training injury)
Emergency leave
Special Training Company
Inverted Training
Other: _____

Chargeable Loss

Medical Separation due to
non-EPTS training injury
Admin Separation or "Hold"
Civil record after EAD
CM
Confinement
Recycle Drop
Training injury
Confinement
AWOL
Training failure
Absenteeism
DFR
AWOL at end of cycle
AWOL after graduation
Other: _____

DISPOSITION FORM

(AFM 360-13)

REFERENCE OR OFFICE SYMBOL	SUBJECT																																							
	End of Cycle Personnel Status Report, Reports Control Symbol AMNOR-C-24																																							
BY THRU:	Bn,	BCT Bde	FROM	OO, Co	TO DATE																																			
	BCT Bde			BCT Bde	CMT 1																																			
TO:	CO, USARIC Inf & Ft Ord																																							
ATTN:	DPT																																							
1. Unit reporting: _____ Date completed training _____ 2. Personnel Status: <u>8th Week</u> <u>16th Week</u> a. Original Fill _____ b. Gains during cycle _____ c. Base strength (a + b) _____ d. Completed training _____ e. Attrition (c - d) _____ 3. Promotion Status, end of 8th week: a. Number eligible for promotion to E-2 (top 35% of E-1 graduates) _____ b. Number of merits required for consideration for promotion _____ c. Number promoted to E-2 _____ d. Number of E-2's with required merits _____ e. Number promoted to E-3 _____ f. Number recommended for future promotion _____ 4. Promotion status, end of 16th week: <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">9th Week Fill By Grade</th> <th colspan="4">Grade On Completion Of 16th Week</th> </tr> <tr> <th></th> <th>E-1</th> <th>E-2</th> <th>E-3</th> <th>E-4</th> </tr> </thead> <tbody> <tr> <td>E-1</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>E-2</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>E-3</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>E-4</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>TOTAL</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> </tbody> </table>						9th Week Fill By Grade	Grade On Completion Of 16th Week					E-1	E-2	E-3	E-4	E-1	_____	_____	_____	_____	E-2	_____	_____	_____	_____	E-3	_____	_____	_____	_____	E-4	_____	_____	_____	_____	TOTAL	_____	_____	_____	_____
9th Week Fill By Grade	Grade On Completion Of 16th Week																																							
	E-1	E-2	E-3	E-4																																				
E-1	_____	_____	_____	_____																																				
E-2	_____	_____	_____	_____																																				
E-3	_____	_____	_____	_____																																				
E-4	_____	_____	_____	_____																																				
TOTAL	_____	_____	_____	_____																																				

ANNEX D C
JNCL 2

2-1

DISPOSITION FORMS EXPIRE ONE YEAR FROM DATE ISSUED
BEING USED UNTIL 1 FEB 1970. THIS FORM IS FOR USE IN THE FIELD.

SUBJECT: End of Cycle Personnel Status Report, Reports Control Symbol AMNOR-C-24

b. MOS status, end of 16th Week:

<u>MOS</u>	<u>NUMBER OF SOLDIERS</u>
11A	_____
11C Tech Infantry	_____
11C	_____

c. List all attrition in 2c, above, by name with a detailed explanation of why the individual did not complete training. Medical separations and hospitalizations are chargeable losses if the explanation does not indicate that the cause was other than a training incurred injury.

ANNEX C
INCL 3

157-8 VOTES TRUTHES

ANNEX C
DJCL 4

INTERIM REPORT

PROJECT VOL48 ECP1 GPD FY 22

DATE	PAGE	MEDICAL	ADMINISTRATIVE		NON-CHARGEABLE	CHARGEABLE	TOTAL
			AWOL/DFR	NON-CHARGEABLE			
JUL	2	827	14	4.111	5	6.604	18
	9	808	38	4.702	21	2.599	1.716
	16	819	33	4.029	11	1.363	1.416
	23	839	30	3.575	10	1.191	2.386
AUG	30	832	22	2.644	19	2.283	2.453
	6	834	20	2.398	6	2.512	2.337
	13	842	16	1.900	20	2.375	1.415
	20	828	23	2.777	9	1.086	2.688
SEP	3	846	18	2.127	10	1.182	1.082
	10	837	13	1.553	13	1.553	1.553
	17	814	18	2.211	14	1.719	1.616
	24	841	19	2.259	6	.713	1.7
OCT	1	832	24	2.804	11	1.322	6
	8	639	28	3.337	6	1.725	16
	15	742	24	3.234	10	1.347	21
	22	658	13	1.975	7	1.063	21
NOV	29	726	15	2.066	11	1.515	17
	5	823	15	1.822	9	1.093	1.8
	12	723	11	1.521	5	1.06	1.5
	19	806	17	2.109	18	2.233	15
DEC	26	739	16	2.165	18	2.333	6
	3	812	10	1.231	9	1.108	9
	10	510	7	1.372	6	1.116	7
	17	722	22	3.047	10	1.385	5
TOT FT 72		15749	511	2,593	288	1,463%	411
TOTAL						2,08%	1133
TOTAL						7,264	951
TOTAL						4,835	2387

TRAINEE ATTRITION DATA IN BCT DURING PROJECT VOLAR AT FORT ORD

<u>KIND OF ATTRITION</u>	Jan-Jun 71		Jul-Dec 71		Jan-Jun 72	
	<u>N = 21696</u>	<u>%</u>	<u>N = 12749</u>	<u>%</u>	<u>N = 18890</u>	<u>%</u>
Medical separation	646	2.95	511	2.59	580	3.07
Administrative separation	278	1.27	288	1.46	329	1.74
AND/PFR	322	1.47	411	2.08	376	1.99
"Unchargeable"	1457	6.65	1433	7.26	1478	7.82
"Chargeable"	876	4.00	924	4.83	865	4.58
Attrition from all causes	2333	10.65	2387	12.09	2343	12.50
					7063	11.67

FY 71 ATTRITION RATES BY CALENDAR PT I FOR 2D-8 WEEKS TRAINING

<u>WEEK</u>	<u>STRENGTH</u>	ATTRITION				<u>TOTAL</u>
		<u>CHARGEABLE</u>	<u>%</u>	<u>UNCHARGEABLE</u>	<u>%</u>	
30 Apr 71	160	5	3.13	17	10.63	22 13.75
7 May 71	127	3	2.36	9	7.09	12 9.45
14 May 71	273	10	3.66	16	5.86	26 9.52
21 May 71	294	16	5.44	31	10.54	47 15.99
28 May 71	284	5	1.76	31	10.92	36 12.68
4 Jun 71	259	4	1.54	17	6.56	21 8.11
11 Jun 71	274	8	2.92	25	9.12	33 12.04
18 Jun 71	212	3	1.42	1	.47	4 1.89
25 Jun 71	256	10	3.91	13	5.08	23 8.98
TOTAL	2139	64	2.99%	160	7.48%	224 10.47%

ANNEX C
INCL 7

ATTRITION RATES BY CALENDAR TIME FOR 2D-8 WEEKS TRAINING
FY 72

<u>WEEK</u>	<u>STRENGTH</u>	ATTRITION			<u>TOTAL</u>		
		<u>CHARGEABLE</u>	<u>UNCHARGEABLE</u>	<u> </u>			
2 Jul 71	225	13	5.78	23	10.23	36	16.00
9 Jul 71	258	8	3.10	20	7.75	28	10.85
16 Jul 71	258	7	2.71	26	10.08	33	12.79
23 Jul 71	297	12	4.04	24	8.08	36	12.12
30 Jul 71	271	10	3.69	21	7.75	31	11.44
6 Aug 71	214	7	3.27	20	9.35	27	12.62
13 Aug 71	237	8	3.38	21	8.86	29	12.24
20 Aug 71	237	9	3.86	10	4.29	19	8.15
27 Aug 71	266	14	5.26	23	8.65	37	13.91
3 Sep 71	270	12	4.44	53*	19.63	65*	24.07
10 Sep 71	282	15	5.32	19	6.74	34	12.06
17 Sep 71	161	6	3.73	17	10.56	23	14.29
24 Sep 71	279	21	7.53	14	5.02	35	12.54
1 Oct 71	236	7	2.97	16	6.78	23	9.75
8 Oct 71	84	5	5.95	14	16.67	19	22.62
15 Oct 71	283	4	1.41	9	3.18	13	4.59
22 Oct 71	120	7	5.83	6	5.00	13	10.83
29 Oct 71	97	13	13.40	7	7.22	20	20.62
5 Nov 71	134	5	3.73	9	6.72	14	10.45
12 Nov 71	237	7	2.95	8	3.38	15	6.33
19 Nov 71	103	10	9.71	25**	24.27	35***	33.98
26 Nov 71	186	10	5.36	18	9.68	28	15.05
3 Dec 71	164	24	14.63	17	10.37	41	25.00
10 Dec 71	224	5	2.23	18	8.04	23	10.27
17 Dec 71	219	6	2.74	25	11.42	31	14.16
TOTAL	5338	245	4.59	463	8.67	708	13.26

* Includes 30 NO Holdovers
** Includes 15 NO Holdovers

NOTE: Data not available on 5 companies.

ATTRITION DATA: AIT CY 1972

WEEK	STRENGTH	ATTRITION				TOTAL
		CHARGEABLE	UNCHARGEABLE			
7 Jan 72	97	2	2.06	3	3.09	5 5.15
14 Jan 72	166	6	3.61	8	4.82	14 8.43
21 Jan 72	121	7	5.79	8	6.61	15 12.40
28 Jan 72	150	12	8.00	15	10.00	27 18.00
4 Feb 72	142	19	13.38	12	8.45	31 21.83
11 Feb 72	185	15	8.11	21	11.35	36 19.46
18 Feb 72	102	5	4.90	6	5.88	11 10.78
25 Feb 72	137	1	.73	8	5.84	9 6.57
3 Mar 72	73	8	10.96	18	24.66	26 35.62
10 Mar 72	58	2	3.45	3	5.17	5 8.62
17 Mar 72	109	5	4.59	7	6.42	12 11.01
24 Mar 72	147	13	8.84	13	8.84	26 17.69
31 Mar 72	169	14	8.28	15	8.88	29 17.16
10 Apr 72	78	12	15.38	6	7.69	18 23.08
14 Apr 72	156	3	1.92	9	5.77	12 7.69
21 Apr 72	116	4	3.45	15	12.93	19 16.38
28 Apr 72	229	12	5.24	12	5.24	24 10.48
5 May 72	125	8	6.40	14	11.20	22 17.60
12 May 72	173	11	6.36	15	8.67	26 15.03
26 May 72	161	8	4.97	17	10.56	25 15.53
2 Jun 72	220	13	5.91	18	8.18	31 14.09
9 Jun 72	110	6	5.45	11	10.00	17 15.45
16 Jun 72	108	10	9.26	7	6.48	17 15.74
TOTAL	3132	196	6.26	261	8.33	457 14.59

FY 71 ABSENT WITHOUT LEAVE (AWOL) AND DROPPED FROM
ROLLS (DFR) RATES FOR 2D-8 WEEKS TRAINING

<u>WEEK</u>	<u>STRENGTH</u>	<u>AWOL</u>		<u>DFR</u>		<u>AWOL + DFR</u>	
30 Apr 71	160	4	2.50	1	0.63	5	3.13
7 May 71	127	1	0.79	1	0.79	2	1.57
14 May 71	273	9	3.30	1	0.37	10	3.66
21 May 71	294	4	1.36	11	3.74	15	5.10
28 May 71	284	3	1.06	2	0.70	5	1.76
4 Jun 71	259	3	1.16	1	0.39	4	1.54
11 Jun 71	274	5	1.82	3	1.09	8	2.92
18 Jun 71	212	1	0.47	2	0.94	3	1.42
25 Jun 71	256	1	0.39	2	0.78	3	1.17
TOTAL	2139	31	1.45%	24	1.12%	55	2.57%

ANNEX C
INCL 10

FY 72

ABSENT WITHOUT LEAVE (AWOL) AND DROPPED
FROM ROLLS (DFR) RATES FOR 2D-8 WEEKS TRAINING

<u>WEEK</u>	<u>STRENGTH</u>	<u>AWOL</u>		<u>DFR</u>		<u>AWOL + DFR</u>	
2 Jul 71	225	7	3.11	4	1.75	11	4.69
9 Jul 71	258	1	.39	4	1.55	5	1.94
16 Jul 71	258	5	1.94	2	.78	7	2.71
23 Jul 71	297	6	2.02	1	.34	7	2.36
30 Jul 71	271	6	2.21	3	1.11	9	3.32
6 Aug 71	214	4	1.87	2	.93	6	2.80
13 Aug 71	237	4	1.69	1	.42	5	2.11
20 Aug 71	233	8	3.43	1	.43	9	3.86
27 Aug 71	266	8	3.01	4	1.50	12	4.51
3 Sep 71	270	6	2.22	0	0	6	2.22
10 Sep 71	282	7	2.48	0	0	7	2.48
17 Sep 71	161	5	3.11	0	0	5	3.11
24 Sep 71	279	8	2.87	4	1.43	12	4.30
1 Oct 71	236	5	2.12	2	.85	7	2.97
8 Oct 71	84	1	1.19	1	1.19	2	2.38
15 Oct 71	283	0	0	3	1.06	3	1.06
22 Oct 71	120	1	.83	4	3.33	5	4.17
29 Oct 71	97	2	2.06	2	2.06	4	4.12
5 Nov 71	134	1	.75	4	2.99	5	3.73
12 Nov 71	237	3	1.27	3	1.27	6	2.53
19 Nov 71	103	4	3.88	2	1.94	6	5.83
26 Nov 71	186	2	1.08	5	2.69	7	3.76
3 Dec 71	164	11	6.71	4	2.44	15	9.15
10 Dec 71	224	0	0	4	1.79	4	1.79
17 Dec 71	219	4	1.83	0	0	4	1.83
TOTAL	5338	109	2.04	60	1.12	169	3.17

NOTE: Data not available on 5 companies.

ANNEX C
INCL 11

AWOL/DFR DATA: AIT CY 1972

<u>WEEK</u>	<u>STRENGTH</u>	<u>AWOL</u>		<u>DFR</u>		<u>AWOL - DFR</u>	
7 Jan 72	97	1	1.03	0	0.00	1	1.03
14 Jan 72	166	3	1.81	2	1.20	5	3.01
21 Jan 72	121	3	2.48	1	0.83	4	3.31
28 Jan 72	150	7	4.67	0	0.00	7	4.67
4 Feb 72	142	3	2.11	1	0.70	4	2.82
11 Feb 72	185	3	1.62	4	2.16	7	3.78
18 Feb 72	102	2	1.96	2	1.96	4	3.92
25 Feb 72	137	0	0.00	1	0.73	1	0.73
3 Mar 72	73	2	2.74	3	4.11	5	6.85
10 Mar 72	58	2	3.45	0	0.00	2	3.45
17 Mar 72	109	2	1.83	2	1.83	4	3.67
24 Mar 72	147	9	6.12	3	2.04	12	5.16
31 Mar 72	169	5	2.96	4	2.37	9	5.32
7 Apr 72	78	5	6.41	3	3.85	8	10.26
14 Apr 72	156	3	0.00	3	1.92	3	1.92
21 Apr 72	116	2	1.72	1	0.86	3	2.59
28 Apr 72	229	9	3.93	1	0.44	10	4.37
5 May 72	125	1	0.80	1	0.80	2	1.60
12 May 72	173	3	1.73	5	2.89	8	4.62
26 May 72	161	0	0.00	5	3.11	5	3.11
2 Jun 72	220	1	0.45	3	1.36	4	1.82
9 Jun 72	110	1	0.91	3	2.73	4	3.64
16 Jun 72	108	2	1.85	2	1.85	4	3.70
TOTAL	3132	66	2.11	50	1.60	116	3.70

TRAINER ATTRITION DATA IN AIT DURING PROJECT VULCAN AT FORG ORD

<u>KIND OF ATTRITION</u>	<u>Jan-Jun 71</u>	<u>Jul-Dec 71</u>	<u>Jan-Jun 72</u>	<u>Jan 71-Jun 72</u>
	<u>N = 2132</u>	<u>N = 5338</u>	<u>N = 3132</u>	<u>N = 10609</u>
MDL/DPR	55	2.57	169	3.17
"Unchargeable"	160	7.48	463	8.67
"Chargeable"	64	2.99	245	4.59
Attrition from all causes	220	10.47	708	13.26

ANNEX D (Trainee Performance) to Fort Ord Final Project VOLAR Evaluation

1. **PURPOSE:** To present data on trainee performance in BCT and in AIT over the 18-month Project VOLAR duration.
2. **METHOD:** Performance test scores are maintained on each company during the training cycle. These scores are consolidated for units completing training each calendar week.

3. **RESULTS:**

- a. Inclosure 1 lists performance test results by calendar week for 1st-8 weeks units from Jan 71 to Jun 71. For RM and BPFT, the mean score for the number of trainees (N) taking the test is given, as are the number and percentage of trainees failing the test. For the CPT, the number of trainees taking the test (N) is given, followed by three columns presenting the number and percentage of failures ("no-go's") on the initial test, the first retest, and the second retest. The next two columns across list the percentage of trainees who actually took the BPFT and CPT. These percentages are based on the chargeable strength (base strength less unchargeable losses), which is listed in the last column.
- b. Inclosures 2 and 3 present performance results for 1st-8 weeks trainees for Jul 71 - Dec 71 and for Jan 72 - Jun 72, respectively. Inclosure 4 summarizes the BCT performance data for the entire 18-month period in which Project VOLAR was in effect.
- c. Physical fitness test data on 2d-8 weeks trainees are given in Incles 5, 6, and 7, for each successive 6-month period. The AIT physical fitness test results during VOLAR are summarized at Inclosure 8.

Inclosures:

- 1 - BCT Performance Data Jan 71 - Jun 71
- 2 - BCT Performance Data Jul 71 - Dec 71
- 3 - BCT Performance Data Jan 72 - Jun 72
- 4 - BCT Performance Summary During Project VOLAR
- 5 - AIT Physical Fitness Results Jan 71 - Jun 71
- 6 - AIT Physical Fitness Results Jul 71 - Dec 71
- 7 - AIT Physical Fitness Results Jan 72 - Jun 72
- 8 - AIT Physical Fitness Summary During Project VOLAR

1ST-8 WEEKS TRAINERS

DATE	N	R	M	#FAIL	ZFAIL	N	B	P	#FAIL	PROJECT VOLAR FY 71			T	2ND RE FAIL	T	Z TAKING	CH			
										C	INITIAL FAIL	1ST RE FAIL	BPT	CPT	STR					
PRE-V	853	73.368		00.000	856	402.405	38	4.439								98.165	872			
JAN	8	908	69.660	00.000	942	398.894	18	1.910								99.053	951			
	15	972	72.444	00.000	1042	400.819	28	2.687								97.292	1071			
	22	592	73.652	00.000	610	393.902	32	5.245								96.518	632			
	29	1009	74.979	00.000	1018	401.352	36	3.536								96.860	1051			
APR	5	785	70.268	1	127	785.179	36	4.574								96.801	813			
	12	906	71.951	1	00	908	397.648	36	3.964							98.268	924			
	19	986	70.247	1	101	963	383.857	52	5.399							95.916	1004			
	26	985	73.834	00.000	971	389.738	46	4.737								99.794	973			
MAY	5	749	74.449	00.000	767	385.474	45	5.867								96.843	792			
	12	706	76.199	00.000	743	387.628	29	3.903								97.634	761			
	19	721	75.034	4	554	754	396.160	46	6.100							97.542	773			
	26	681	74.992	00.000	754	393.823	35	4.704								97.001	767			
JUN	2	675	71.886	00.000	740	387.244	32	4.324								95.607	774			
	9	693	69.411	00.000	741	391.576	32	4.318								96.989	764			
	16	738	77.990	00.000	761	391.765	27	3.547								98.447	773			
	23	717	74.713	00.000	759	409.040	27	3.557								97.432	94.993			
	30	760	75.111	00.000	781	399.987	28	3.585								99.744	97.318			
JULY	7	689	79.549	00.000	738	398.311	19	2.574								95.607	774			
	14	667	75.231	00.000	723	394.057	28	3.872								96.989	764			
	21	765	72.493	00.000	750	398.029	17	2.266								98.447	773			
	28	732	75.428	00.000	773	394.075	31	4.010								97.432	94.993			
AUG	4	693	73.969	00.000	699	395.008	24	3.433								99.229	96.919			
	11	691	73.102	00.000	717	394.307	26	3.626								93.951	95.295			
	18	746	74.663	00.000	747	408.678	10	1.338								98.896	97.379			
	25	663	73.312	00.000	755	385.610	38	5.033								96.015	96.143			
																95.690	91.001			
TOT	FY 71	19171	73.54	6	0.03%	19933	394.57	778	3.90%							279	3.83%	97.35%	95.27%	20475

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1ST-6 WEEKS TRAINNESS

PROJECT VOLAP PORT ORD FV 72

DATE	N	R	M	# FAIL	FAIL	N	R	P	FAIL	FAIL	N	INITIAL	FAIL	P	1ST RE FAIL.	T	2ND PE FAIL.	BPF	CPT	STR	CH	
2	667	76.170	00.000	746.388	489	29	3.887	71.8	598	70.752	101	14.066	11	1.532	98.028	94.349	761					
3	679	78.703	00.000	713.381	248	18	2.444	71.6	536	74.860	147	13.067	18	0.000	98.480	98.895	724					
4	678	79.644	1	00.000	735.416	10	2.448	71.4	535	78.151	167	23.389	12	0.521	98.837	94.011	759					
5	677	75.648	3	.443	710.371	353	52	7.323	71.0	553	77.887	159	22.394	12	4.502	93.540	91.731	774				
6	674	71.642	1	00.000	731.382	046	3	4.516	71.1	588	80.437	136	18.604	14	1.915	92.717	93.717	780				
7	729	72.104	1	00.000	721.385	246	3	3.516	72.3	513	69.044	137	18.438	19	2.555	97.803	95.794	774				
8	724	78.671	00.000	751.396	080	17	2.523	72.1	547	68.951	119	2.578	11	1.478	98.309	96.730	769					
9	710	75.871	00.000	751.396	080	17	2.523	73.7	513	70.013	119	2.578	12	1.542	98.529	94.730	778					
10	732	72.858	2	00.000	785.390	459	35	4.458	78.0	592	75.897	169	21.666	39	1.000	97.636	97.016	804				
11	741	74.170	2	00.269	726.403	487	12	4.447	75.6	488	64.550	104	11.755	8	1.190	96.324	95.817	789				
12	697	74.159	00.000	736.384	634	30	3.489	72.6	421	75.829	72	1.098	28	1.325	95.867	95.764	764					
13	719	76.673	00.000	761.380	231	30	3.042	75.9	506	66.666	96	13.023	22	2.898	96.085	95.333	792					
14	719	76.673	00.000	761.380	231	30	3.042	75.9	506	66.666	96	13.023	22	2.898	96.085	95.333	792					
15	733	76.201	00.000	743.382	823	22	2.051	74.7	505	67.603	113	15.127	12	2.543	97.124	97.647	765					
16	713	70.246	00.000	664.367	040	22	3.831	73.5	512	72.340	110	16.190	13	1.129	94.974	94.716	776					
17	514	68.352	6	1.194	649.385	068	18	4.160	63.7	491	72.080	12	12.401	16	2.511	93.381	91.654	695				
18	513	61.886	6	1.115	651.385	428	18	3.191	61.2	422	75.044	11	13.368	11	1.960	93.069	92.574	606				
19	719	69.926	6	1.814	748.380	954	28	3.761	72.6	563	77.762	155	25.047	30	4.846	96.587	91.839	674				
20	592	72.629	3	1.509	656.390	072	29	3.371	64.6	524	71.598	122	18.923	17	2.348	96.516	93.449	775				
21	563	73.358	2	1.555	625.381	207	43	6.205	64.2	594	85.404	115	13.023	15	2.321	96.187	94.721	682				
22	542	69.396	2	1.265	626.381	406	22	3.288	64.2	557	87.760	112	16.618	24	3.738	97.282	94.111	675				
23	678	71.641	2	00.294	751.379	194	24	3.195	73.0	567	77.671	87	11.917	9	1.232	98.160	95.424	765				
24	352	73.043	00.000	632.375	580	20	4.201	4.272	639	528	82.629	112	17.527	10	2.118	95.180	96.238	664				
TOT	PT 72	16179	73.51	90	0.563	17657	383.88	640	3.628	17372	12971	74.677	2803	16.145	401	2.318	96.368	94.794	18327			

ANNEX D, INCL 2

PERFORMANCE DATA: BCT CY 1972

DATE	N	R	MEAN	FAIL	N	B	P	T	FAIL	N	INITIAL	C	P	TAKING			CH		
														FAIL	FAIL	FAIL			
JAN	7	313	77.040	00.000	422	383.458	16	3.791	423	348	80.169	152	12.009	6	1.185	95.909	98.409	440	
14	593	70.353	00.000	426	376.875	27	3.678	713	572	80.064	168	23.562	14	1.963	99.189	96.351	440		
21	391	70.812	00.000	457	372.365	12	2.625	458	362	24.672	67	14.628	14	1.807	95.807	96.016	477		
28	660	68.936	9	1.363	739	373.410	14	4.600	733	640	87.312	212	28.922	31	4.229	98.010	97.214	754	
FEB	4	624	68.655	9	1.442	712	376.232	44	6.179	713	634	88.920	153	21.458	48	6.732	96.476	96.612	738
11	367	70.030	2	1.544	424	373.156	12	2.816	423	366	88.524	95	24.458	4	1.425	96.818	96.574	440	
18	630	69.861	22	3.492	725	372.378	42	5.714	733	663	90.350	223	30.422	37	5.047	95.837	96.574	759	
25	646	71.975	22	3.309	741	378.518	16	4.858	728	598	82.142	117	16.071	14	1.923	95.984	96.300	772	
MAR	3	845	70.552	14	1.656	962	375.177	39	4.054	926	802	85.693	195	19.833	19	1.602	98.063	95.412	981
10	827	68.924	2	2.200	942	380.254	29	3.078	930	733	75.178	135	17.204	19	1.687	98.481	96.473	988	
17	869	70.742	2	2.414	942	380.254	29	3.078	930	733	75.178	160	17.204	22	3.537	97.717	96.491	964	
24	725	71.925	1	0.000	631	375.156	42	3.668	725	660	91.014	220	10.344	22	3.034	97.984	96.911	772	
31	758	69.833	1	0.131	639	377.886	37	4.410	833	690	82.833	193	23.169	28	.960	97.558	96.860	860	
APR	14	808	71.055	2	.247	798	397.625	19	2.380	799	780	97.622	462	57.822	7	1.500	95.000	95.119	860
21	680	70.938	2	.735	694	386.275	14	2.017	688	663	96.366	422	61.191	7	1.017	95.988	95.159	823	
28	516	75.270	2	.387	529	381.160	23	4.347	470	445	91.680	336	71.489	6	1.276	97.242	96.397	544	
MAY	5	641	66.890	7	1.092	723	378.079	35	4.906	704	664	94.318	566	80.397	24	3.409	95.962	94.751	763
12	645	66.113	17	2.635	741	382.349	24	3.238	756	710	92.315	288	38.095	23	3.396	95.860	97.800	448	
19	399	67.509	17	1.754	427	384.364	17	3.981	435	418	94.091	251	37.701	2	4.459	95.312	97.028	448	
26	451	72.046	4	.886	461	359.723	22	4.772	444	423	94.209	173	38.530	2	4.455	97.257	94.725	474	
JUN	2	445	66.877	14	3.146	461	367.298	27	5.856	464	454	97.644	243	52.370	9	1.939	98.296	95.933	469
9	803	66.877	61	10.087	887	382.800	37	3.963	904	853	95.324	478	52.876	13	1.438	92.769	94.552	530	
16	534	65.928	22	4.104	542	375.828	24	2.219	565	529	96.398	23	1.769	10	1.769	92.941	95.521	518	
23	592	68.355	26	4.391	593	385.671	16	2.698	597	505	81.325	219	25.301	1	1.200	92.277	96.138	518	
30	486	66.383	20	4.115	478	385.287	19	3.974	498	426	81.325	126	25.301	1	1.200	92.277	96.138	518	
TOTAL	15270	69.67	270	1.775	16744	379.80	684	4.097	16643	14706	88.364	5780	36.738	309	1.865	96.246	95.655	17399	

TRAINING PERFORMANCE DATA IN BCT DURING PROJECT VOLAR AT FORT ORD

	<u>JAN - JUN 71</u>	<u>JUL - DEC 71</u>	<u>JAN - JUN 72</u>	<u>JAN 71 - JUN 72</u>
BN	19171 6 73.6%	16179 90 73.5%	19270 270 69.67	50620 366 72.41
BPF	19933 778 394.5%	17657 640 383.88	16744 684 379.80	51334 2102 386.54
CPT	7290 5718 1351 279	17372 12971 2803 401	16643 14706 5780 309	41205 33395 9931 989

Initial Test: Failures
 1st Retest: Failures
 2d Retest: Failures

*Mostly PCPT data

NY 7

PHYSICAL COMBAT PROFICIENCY TEST RESULTS ON 2ND-8-WEEKS TRAINEES

(N = Number of companies)

<u>Point in Time</u>	<u>PCPT</u>	
	<u>N</u>	<u>Mean</u>
30 April 71	2	408.60
7 May 71	1	428.34
14 May 71	2	422.15
21 May 71	2	418.22
28 May 71	2	388.98
4 Jun 71	2	412.32
11 Jun 71	2	407.28
<u>BPFT</u>		
18 Jun 71	2	399.12
25 Jun 71	2	393.66
PCPT Avg		411.02

ANNEX D
INCL 5

BASIC PHYSICAL FITNESS TEST RESULTS ON 2D-8 WEEKS TRAINEES

(FY 72)

WEEK OF	BPFT	
	N	MEAN
2 JUL	1	412.25
9 JUL	2	398.69
16 JUL	2	385.98
23 JUL	2	413.88
30 JUL	2	382.07
6 AUG	2	404.87
13 AUG	2	385.34
20 AUG	1	409.15
27 AUG	2	394.60
3 SEP	2	398.96
10 SEP	2	375.14
17 SEP	2	376.34
24 SEP	2	341.28
1 OCT	2	393.25
8 OCT	2	387.27
15 OCT	2	370.81
22 OCT	2	372.69
29 OCT	2	379.03
5 NOV	1	399.24
12 NOV	2	386.18
19 NOV	2	376.05
26 NOV	1	391.49
3 DEC	2	388.09
10 DEC	2	382.38
17 DEC	2	386.65
AVG	46	387.24

NOTE: AVG is weighted by number of trainees taking the test.

NOTE: Data not available on two companies.

PHYSICAL FITNESS TEST RESULTS ON AIT TRAINEES

CY 72

<u>CYCLE ENDING</u>	<u>NO. OF COMPANIES</u>	<u>NO. OF MEN</u>	<u>MEAN</u>
7 Jan 72	1	89	389.89
14 Jan 72	1	151	377.56
21 Jan 72	1	97	377.88
28 Jan 72	1	123	399.79
4 Feb 72	1	107	408.58
11 Feb 72	2	144	399.29
18 Feb 72	1	91	380.20
25 Feb 72	1	125	394.64
3 Mar 72	1	50	404.74
10 Mar 72	1	52	397.00
17 Mar 72	1	84	365.16
24 Mar 72	1	117	407.26
31 Mar 72	1	149	400.01
7 Apr 72	1	62	421.56
14 Apr 72	1	144	415.97
21 Apr 72	1	97	383.69
28 Apr 72	1	168	392.07
5 May 72	1	97	382.27
12 May 72	1	143	424.11
26 May 72	1	124	415.52
2 Jun 72	1	172	393.20
9 Jun 72	1	91	414.02
16 Jun 72	1	87	404.22
TOTAL	24	2564	397.95

NOTE: Beginning on 3 Mar 72 APFT replaced BPFT.

PHYSICAL FITNESS TEST RESULTS IN AIT DURING
PROJECT VOLAR AT FORT ORD

	<u>NUMBER OF COMPANIES</u>	<u>BPFT MEAN</u>
Jan - Jun 71	17	411.02*
Jul - Dec 71	46	387.24
Jan - Jun 72	24	397.95**
Jan 71 - Jun 72	87	394.84

*Mostly PCPT data
**Includes APFT data

ANNEX E (Correlates of Attitude and Re-enlistment Intention) to Fort Ord
Final Project VOLAR Evaluation

1. PURPOSE: To examine the correlation between trainee ratings of selected elements in the environment and ratings of attitude and re-enlistment intention.

2. METHOD: 63 x 63 correlation matrices of all CET items (and scales) were generated on 6-month samples of BCT and AIT training companies. In these studies N = the number of companies graduating (and taking the CEI) during the designated 6-month period.

3. RESULTS:

a. Results from the correlation matrices are abstracted in the tables at Inclosures 1 and 2. Inclosure 1 is from data collected during the Jan 71 to Dec 71 period and Inclosure 2 is the most recent intercorrelation data (Jan - Jun 72). The algebraic values of the correlation coefficients are rank-ordered for Items 21-40 of the CEI.

b. The degree of agreement among the three sets of BCT attitude ranked correlates is reflected in a Kendall's coefficient of concordance of $W = .914$. For the three sets of BCT re-enlistment intention rankings, $W = .706$.

c. A Spearman's rho (r_s) run on the two sets of AIT attitude rankings is .689. $r_s = .320$ for the AIT re-enlistment intention rankings of FY 72 vs CY 72.

Inclosures:

1 - Correlates of Attitude and Re-enlistment Intention Jan - Jun 71 and Jul - Dec 71

2 - Correlates of Attitude and Re-enlistment Itention Jan - Jun 72

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CORRELATION COEFFICIENTS OF ATTITUDE AND REENLISTMENT INTENTION AGAINST PARCC-JAR COMPANY EVALUATION INVENTORY (CKI)
 VARIABLES: FY 71 1st-8 Weeks Data compared with FY 72 1st-8 Weeks Data compared with FY 72 2d-8 Weeks Data

MEASURE:	CET ITEM #	ATTITUDE (ITEM 62: 6-ITEM SCALE)										REENLISTMENT INTENTION (ITEM 60)										
		Week 8 FY71 N=125					Week 8 FY72 N=123					Week 16 FY71 N=125					Week 8 FY72 N=123					
		rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	rank	
Part I:	1																					
	51	Trainees lacking of MRC	.55	.66	.55	.55	.55	.55	.55	.55	.55	.55	.55	.55	.55	.55	.55	.55	.55	.55	.55	
	55	Aggregate of 20 MRC items	.73	.82	.68	.63	.63	.63	.63	.63	.63	.63	.63	.63	.63	.63	.63	.63	.63	.63	.63	
	56	Fidelity of MRS execution	.75	.83	.75	.73	.73	.73	.73	.73	.73	.73	.73	.73	.73	.73	.73	.73	.73	.73	.73	
	57	Care in recording merits	.43	.62	.43	.43	.43	.43	.43	.43	.43	.43	.43	.43	.43	.43	.43	.43	.43	.43	.43	
		Explicitness of required behaviors	.67	.79	.67	.67	.67	.67	.67	.67	.67	.67	.67	.67	.67	.67	.67	.67	.67	.67	.67	
Part II:	21	Harrasment (Lack of)	.56	.11	.50	.15	.18	.15	.18	.15	.18	.15	.18	.15	.18	.15	.17	.17	.34	.14	.30	.7
	22	Effectiveness of TTS	.62	.7	.70	.8	.64	.5	.64	.5	.64	.5	.64	.5	.64	.5	.64	.5	.55	.1	.50	.4
	23	Amount of Food	.57	.10	.59	.12	.40	.13	.40	.12	.40	.13	.40	.13	.40	.13	.40	.12	.38	.12	.48	.14
	24	Availability of dayroom	.38	.17	.39	.17	.10	.18	.10	.18	.10	.18	.10	.18	.10	.18	.15	.26	.15	.32	.17	.48
	25	Quality of training/instruction	.69	.5	.68	.1	.66	.2	.66	.2	.66	.2	.66	.2	.66	.2	.66	.2	.38	.7	.34	.17
	26	Responsiveness of cadre	.74	.3	.77	.6	.48	.9	.48	.9	.48	.9	.48	.9	.48	.9	.39	.5	.41	.10	.23	.12
	27	Amount of sleep	.49	.14	.61	.11	.29	.14	.29	.14	.29	.14	.29	.14	.29	.14	.28	.13	.55	.2	.68	.1
	28	Time to eat	.46	.16	.48	.16	.11	.16	.11	.16	.11	.16	.11	.16	.11	.16	.12	.29	.12	.45	.8	.27
	29	DS Interest in performance	.72	.4	.85	.2	.64	.4	.64	.4	.64	.4	.64	.4	.64	.4	.37	.8	.46	.5	.38	.5
	30	Military courtesy/discipline	.61	.8	.74	.7	.60	.8	.60	.8	.60	.8	.60	.8	.60	.8	.39	.4	.34	.16	.34	.9
	31	Adequacy of plumbing/heating	.33	.16	.51	.14	.47	.10	.47	.10	.47	.10	.47	.10	.47	.10	.32	.11	.34	.15	.34	.63
	32	Quality of food	.48	.15	.53	.13	.47	.11	.47	.11	.47	.11	.47	.11	.47	.11	.35	.9	.35	.13	.35	.11
	33	Responsiveness of orderly room	.65	.6	.77	.5	.66	.3	.66	.3	.66	.3	.66	.3	.66	.3	.32	.10	.46	.6	.36	.6
	34	Amount of physical training	-.08	.20	.19	.20	.06	.17	.06	.17	.06	.17	.06	.17	.06	.17	-.06	.20	-.06	.20	-.24	.18
	35	CO's concern for men's welfare	.56	.12	.56	.9	.64	.6	.64	.6	.64	.6	.64	.6	.64	.6	.18	.18	.46	.7	.19	.13
	36	Treatment as men	.76	?.	.90	?.	.77	1	.77	1	.77	1	.77	1	.77	1	.41	3	.51	3	.27	8
	37	Respect for sick call visits	.30	.19	.33	.18	.21	.19	.21	.19	.21	.19	.21	.19	.21	.19	.06	.19	.28	.19	.41	.20
	38	Choice in hair cut style	.50	.13	.27	.19	.27	.20	.27	.20	.27	.20	.27	.20	.27	.20	.23	.16	.29	.18	.07	.17
	39	Informal athletics/recreation	.60	.9	.63	.10	.42	.12	.42	.12	.42	.12	.42	.12	.42	.12	.27	.14	.38	.11	.52	.3
	40	Keeping troops informed	.77	.4	.76	.4	.62	.7	.62	.7	.62	.7	.62	.7	.62	.7	.46	.1	.50	.14	.25	.10
	52	Percentage of items 21 - 40	.81	.91	.81	.91	.71	.71	.71	.71	.71	.71	.71	.71	.71	.71	.54	.54	.54	.54	.48	.48
Special Scales:	58	Food (quality and quantity)	.55	.58	.47	.47	.47	.47	.47	.47	.47	.47	.47	.47	.47	.47	.39	.39	.39	.39	.39	.22
	59	Leadership/professionalism/training	.84	.90	.78	.78	.78	.78	.78	.78	.78	.78	.78	.78	.78	.78	.50	.50	.50	.50	.50	.47
	60	Company commander-leadership	.69	.75	.73	.73	.73	.73	.73	.73	.73	.73	.73	.73	.73	.73	.52	.52	.52	.52	.52	.47
	61	Austerity (lack of)	.63	.54	.61	.61	.54	.61	.54	.61	.54	.61	.54	.61	.54	.61	.28	.28	.47	.47	.46	.46

NOTE: When N=123, $P=.05$ for r of $\pm .18$; when $N=122$, $P=.05$ for r of $\pm .23$; when $N=120$, $P=.05$ for r of $\pm .26$; when $N=118$, $P=.01$ for r of $\pm .27$

NOTE: r 's carried to 4 significant digits in the computer correlation matrix output received the issue of tied ranks.

CORRELATION COEFFICIENTS OF ATTITUDE AND REENLISTMENT INTENTION AGAINST PARTICULAR CEI VARIABLES

CEI ITEM CONTENT	Attitude (Item #62: 6-item scale)				Reenlistment Intention (Item #46)			
	BCT CY72 N=103		AIT CY72 N=23		BCT CY72 N=103		AIT CY72 N=23	
	r	rank	r	rank	r	rank	r	rank
21 Harassment (lack of)	.52	11	.75	6	.39	8	.62	3
22 Effectiveness of TIS	.65	6	.71	9	.49	2	.49	12
23 Amount of food	.69	12	.64	12	.29	15	.54	8
24 Availability of dayroom	.34	17	.64	13	.14	17	.41	15
25 Quality of training/instruction	.79	1	.87	2	.50	1	.61	4
26 Responsiveness of cadre	.64	7	.87	1	.37	10	.63	1
27 Amount of sleep	.46	13	.70	10	.23	16	.60	5
28 Time to eat	.46	14	.59	14	.46	3	.39	16
29 DS interest in performance	.70	3	.82	3	.38	9	.62	2
30 Military courtesy/discipline	.61	8	.74	7	.30	14	.54	7
31 Adequacy of plumbing/heating	.41	16	.41	18	.31	13	.31	18
32 Quality of food	.43	15	.56	15	.31	12	.47	13
33 Responsiveness of orderly room	.69	5	.82	4	.43	4	.53	10
34 Account of physical training	.14	19	.02	19	.41	20	-.19	20
35 CO's concern for men's welfare	.71	2	.67	11	.43	7	.54	9
36 Treatment as men	.61	9	.74	8	.43	5	.57	6
37 Respect for sick call visits	-.22	20	-.12	20	-.21	19	-.06	19
38 Choice in hair-cut style	.14	18	.55	16	.12	18	.41	14
39 Informal athletics/recreation	.53	10	.50	17	.36	11	.35	17
40 Keeping troops informed	.70	4	.76	5	.43	6	.52	11
Special scales:								
55 Fidelity of MRS execution	.79		---		.48		---	
58 Food (quality and quantity)	.48		---		.33		.53	
59 Leadership/training/professionalism	.79		---		.47		.65	
61 Austerity (lack of)	.46		---		.29		.60	

NOTE: When N=103, $P=.05$ for r of $\pm .19$ and $P=.01$ for r of $\pm .53$.
 NOTE: \pm 's carried to 4 significant digits in the computer correlation matrix output resolved the issue of tied ranks.

F

ANNEX F (Permanent Party Attitude) to Fort Ord Final Project VOLAR
Evaluation

1. PURPOSE: To present attitude ratings of permanent party members.

2. METHOD:

a. The Army Satisfaction Inventory Form 1 (ASI₁) was constructed at Fort Ord in the Spring of 1972. The ASI₁ was administered for the first time to a sample of some 450+ permanent party members in June 1972. The respondents were the same individuals as those who participated in the Fort Ord SDC MVA June 72 survey.

b. A copy of the ASI₁ is at Inclosure 1. The inventory requests the respondent to rate the degree of his satisfaction/dissatisfaction with various aspects of his present life. While the survey is anonymous, the respondent is asked to provide demographic data on himself.

3. RESULTS:

a. The permanent party sample measured with the ASI in June 1972 can be described as follows:

N = 450+

Sex: 98% male; 2% female

Race: 66% white; 20% black; 14% "other"

Grade: 89% enlisted; 10% officer; 1% warrant

b. Inclosure 2 presents the results obtained from this first ASI survey for each of the 60 items in the inventory. The items are rated on a 5-point scale, ranging from 1.00 to 5.00, with 3.00 the midpoint. Both mean and median statistics are computed and listed for each item. (The median, of course, gives less weight to extreme ratings when the consensus of ratings are at the other extreme. It gives more weight to extreme ratings when there is a preponderance of similar extreme ratings. The median, therefore, is perhaps a more "sensitive" indicator of a distribution's position than is the mean. The mean and standard deviation have the advantage of lending themselves readily to tests of statistical significance and establishment of confidence limits.)

c. At Inclosure 3 correlation coefficients are listed for those items on the ASI which correlated most highly with career satisfaction (Item 60) and with career intention (last line of Identifying Data on ASI sheet).

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Inclosures:

- 1 - Army Satisfaction Inventory Form 1 (ASI)
- 2 - Results from ASI 13 June 1972
- 3 - Some Inter-item Correlates on the ASI

F-2

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ARMY SATISFACTION INVENTORY Form "ASI-1"

-THIS IS AN ANONYMOUS SURVEY. RESULTS ARE ANALYZED ON A GROUP BASIS ONLY. IN ALL IDENTIFYING DATA TO
ENABLE STUDY OF RESULTS BY GROUP.

-USE PENCIL PROVIDED (#2). BLACKEN IN CHOICES FIRMLY. ERASE ERRORS COMPLETELY. MAKE NO STRAY MARKS. DO NOT FOLD
IDENTIFYING DATA.

*Below is a list of incomplete statements organized under topical headings. Complete each statement by selecting one and only one Dissatisfaction/Satisfaction rating for each statement.

*A rating of "1" indicates you are completely dissatisfied with. A rating of "5" indicates you are completely satisfied with. A rating of "2", "3", or "4" falls between these two extremes.

*The numerical ratings you assign are interpreted as representing the direction and strength of your feelings.

Completely Dissatisfied with					Mostly Dissatisfied with					Neutral/Undecided about					Mostly Satisfied with					Completely Satisfied with				
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

YEARS OF EDUCATION (12+HS Diploma)	01	02	03	04	05	06	W01	W02	W03	W04
YEARS ON ACTIVE DUTY	01	02	03	04	05	06	E7	E8	E9	E10
MONTHS ON POST	01	02	03	04	05	06	10-12	13-15	16-18	19-21
NUMBER OF DEPENDENTS	0	1	2	3	4	5	6	7	8	9
PRESENT LIVING QUARTERS:	SARROCKS	BARRACKS	REG	0-CO	FAMILY HOUSING	POST				
I intend to make the Army a career	DEFINITELY	PROBABLY	UNDECIDED	Possibly	DEFINITELY					
	NO	NO	YES	YES	NO					

GENERAL

I am 1: (1-2) (3-5) (4-6) (5-6) (6-7) the idea of having an all-volunteer Army.
 2: (1-2) (3-5) (4-6) (5-6) (6-7) this Post's progress in improving leadership, training, professionalism.
 3: (1-2) (3-5) (4-6) (5-6) (6-7) this Post's progress in improving living conditions for its members.
 4: (1-2) (3-5) (4-6) (5-6) (6-7) the public image of the Army.
 5: (1-2) (3-5) (4-6) (5-6) (6-7) Army recruiter practices and information.

MY PRESENT JOB

I am 6: (1-2) (3-5) (4-6) (5-6) (6-7) the interestingness of my present job.
 7: (1-2) (3-5) (4-6) (5-6) (6-7) the amount of respect paid my work.
 8: (1-2) (3-5) (4-6) (5-6) (6-7) how much I am relied upon by others.
 9: (1-2) (3-5) (4-6) (5-6) (6-7) the extent to which what I do actually counts.
 10: (1-2) (3-5) (4-6) (5-6) (6-7) the frequency with which I do work I am trained for.
 11: (1-2) (3-5) (4-6) (5-6) (6-7) the quality of training/supervision I receive.
 12: (1-2) (3-5) (4-6) (5-6) (6-7) the amount of "make work" assignments I am given.
 13: (1-2) (3-5) (4-6) (5-6) (6-7) the amount of time I spend on extra details.
 14: (1-2) (3-5) (4-6) (5-6) (6-7) my duty hours.
 15: (1-2) (3-5) (4-6) (5-6) (6-7) my tour of duty so far here.

LEADERSHIP CONDITIONS

I am 16: (1-2) (3-5) (4-6) (5-6) (6-7) the leadership and efficiency in my present unit.
 17: (1-2) (3-5) (4-6) (5-6) (6-7) the state of discipline in my present unit.
 18: (1-2) (3-5) (4-6) (5-6) (6-7) the management and efficiency in my present duty section.
 19: (1-2) (3-5) (4-6) (5-6) (6-7) the amount of concern shown by my leaders for my personal welfare.
 20: (1-2) (3-5) (4-6) (5-6) (6-7) the amount of mutual trust and respect in my duty situation.
 21: (1-2) (3-5) (4-6) (5-6) (6-7) the extent to which I am kept informed.
 22: (1-2) (3-5) (4-6) (5-6) (6-7) the extent to which I am required to "hurry up and wait".

MY PRESENT LIVING QUARTERS

I am 23: (1-2) (3-5) (4-6) (5-6) (6-7) the overall pleasantness and comfort of.
 24: (1-2) (3-5) (4-6) (5-6) (6-7) the maintenance and state of repair of.
 25: (1-2) (3-5) (4-6) (5-6) (6-7) the amount of space I have in.
 26: (1-2) (3-5) (4-6) (5-6) (6-7) the degree of privacy I have in.
 27: (1-2) (3-5) (4-6) (5-6) (6-7) the furniture and furnishings in.
 28: (1-2) (3-5) (4-6) (5-6) (6-7) the freedom I have to decorate.
 29: (1-2) (3-5) (4-6) (5-6) (6-7) the freedom I have to entertain guests in.
 30: (1-2) (3-5) (4-6) (5-6) (6-7) the Army chow I am served.

Annex F, Incl 1

POST ENVIRONMENT

I am 31: (1-2) (3-5) (4-6) (5-6) (6-7) the social and recreational opportunities on this Post.
 32: (1-2) (3-5) (4-6) (5-6) (6-7) the club I belong to (Officers, NCO, Soldiers').
 33: (1-2) (3-5) (4-6) (5-6) (6-7) the Post commissary.
 34: (1-2) (3-5) (4-6) (5-6) (6-7) the Post Exchange(PX).
 35: (1-2) (3-5) (4-6) (5-6) (6-7) on-Post transportation resources.
 36: (1-2) (3-5) (4-6) (5-6) (6-7) transportation resources to and from Post.
 37: (1-2) (3-5) (4-6) (5-6) (6-7) the security precautions on Post.
 38: (1-2) (3-5) (4-6) (5-6) (6-7) the military discipline on this Post.
 39: (1-2) (3-5) (4-6) (5-6) (6-7) race relationships on this Post.
 40: (1-2) (3-5) (4-6) (5-6) (6-7) the local schools for children.

MEDICAL CARE ON THIS POST

I am 41: (1-2) (3-5) (4-6) (5-6) (6-7) the overall quality of Post medical care.
 42: (1-2) (3-5) (4-6) (5-6) (6-7) the length of waiting periods to receive care.
 43: (1-2) (3-5) (4-6) (5-6) (6-7) the responsiveness of the medical personnel.
 44: (1-2) (3-5) (4-6) (5-6) (6-7) the continuity of the care given.
 45: (1-2) (3-5) (4-6) (5-6) (6-7) the physical facilities.
 46: (1-2) (3-5) (4-6) (5-6) (6-7) the CHAMPUS program.

DENTAL CARE ON THIS POST

I am 47: (1-2) (3-5) (4-6) (5-6) (6-7) the overall quality of Post dental care (for myself).
 48: (1-2) (3-5) (4-6) (5-6) (6-7) the extent of dental care available to dependents.
 49: (1-2) (3-5) (4-6) (5-6) (6-7) the length of waiting periods to receive dental care.

CAREER ASPECTS

I am 50: (1-2) (3-5) (4-6) (5-6) (6-7) the fairness of Army pay.
 51: (1-2) (3-5) (4-6) (5-6) (6-7) the opportunities for advancement/promotion.
 52: (1-2) (3-5) (4-6) (5-6) (6-7) tour stabilization opportunities.
 53: (1-2) (3-5) (4-6) (5-6) (6-7) the job security one has in the Army.
 54: (1-2) (3-5) (4-6) (5-6) (6-7) the opportunities for professional achievement and fulfillment.
 55: (1-2) (3-5) (4-6) (5-6) (6-7) the standard-of-living one has in the Army.
 56: (1-2) (3-5) (4-6) (5-6) (6-7) leave/time-off policies.
 57: (1-2) (3-5) (4-6) (5-6) (6-7) the Army's retirement benefits.
 58: (1-2) (3-5) (4-6) (5-6) (6-7) family life in the Army.
 59: (1-2) (3-5) (4-6) (5-6) (6-7) the opportunity one has to acquire civilian-related skills in the Army.
 60: (1-2) (3-5) (4-6) (5-6) (6-7) the Army as a career for me.

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RESULT FROM ARMY SATISFACTION INVENTORY

FORT ORD 13 JUNE 1972

<u>ITEM NO.</u>	<u>N</u>	<u>MEAN</u>	<u>SD</u>	<u>MEDIAN</u>
General				
1	445	3.53	1.32	3.81
2	446	3.44	1.20	3.69
3	438	2.88	1.38	2.88
4	439	2.54	1.29	2.32
5	440	2.62	1.29	2.61
AVG		3.00		
Job				
6	441	3.67	1.31	3.98
7	440	3.30	1.40	3.67
8	440	3.79	1.15	4.00
9	441	3.76	1.29	4.07
10	434	3.66	1.35	4.00
11	439	3.67	1.26	3.94
12	439	3.17	1.34	3.30
13	435	3.08	1.45	3.16
14	438	3.56	1.43	3.94
15	437	3.44	1.43	3.79
AVG		3.51		
Leadership				
16	441	3.52	1.32	3.83
17	441	3.43	1.23	3.68
18	442	3.76	1.19	4.00
19	444	3.74	1.32	4.07
20	445	3.77	1.30	4.09
21	442	3.40	1.35	3.74
22	441	3.00	1.35	3.11
AVG		3.52		
Quarters				
23	437	3.55	1.45	3.95
24	438	3.37	1.47	3.72
25	439	3.63	1.47	4.08
26	436	3.75	1.37	4.14
27	432	3.53	1.41	3.82
28	435	3.25	1.54	3.54
29	431	3.72	1.40	4.12
30	433	3.40	1.30	3.47
AVG		3.53		
Post Environment				
31	450	3.43	1.27	3.67
32	445	3.18	1.29	3.28
33	448	3.29	1.20	3.41
34	451	3.63	1.17	3.88
35	451	2.88	1.24	2.94
36	450	2.90	1.23	2.96
37	453	3.22	1.26	3.36
38	452	2.85	1.28	2.87
39	450	3.14	1.22	3.28
40	448	3.50	1.01	3.40
AVG		3.20		

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	<u>ITEM NO.</u>	<u>N</u>	<u>SD</u>	<u>MEAN</u>	<u>MEDIAN</u>
Medical Care	41	453	3.36	1.29	3.59
	42	452	2.60	1.37	2.38
	43	452	2.97	1.34	3.00
	44	450	3.21	1.24	3.37
	45	452	3.76	1.16	3.95
	46	447	3.47	1.10	3.35
	AVG		3.23		
Dental Care	47	448	3.79	1.20	3.97
	48	446	2.75	1.41	2.78
	49	446	3.16	1.33	3.23
	AVG		3.23		
Career	50	452	3.17	1.40	3.51
	51	453	3.13	1.36	3.52
	52	450	3.30	1.26	3.53
	53	453	3.47	1.29	3.67
	54	447	3.42	1.27	3.60
	55	446	3.29	1.26	3.55
	56	453	3.58	1.33	3.90
	57	452	3.85	1.09	3.99
	58	451	3.09	1.32	3.22
	59	451	3.43	1.27	3.68
	60	452	3.27	1.51	3.53
	AVG		3.36		
	60-item AVG		3.35		

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ITEMS MOST HIGHLY CORRELATED WITH CAREER SATISFACTION

(Item #60 on ASI) -- FROM 13 JUN 72 FORT ORD ASI ADMINISTRATION

<u>ITEM # & CONTENT</u>	<u>N</u>	<u>r</u>
58. Family life in the Army	b50	.644
54. Opportunities for professional fulfillment	b66	.595
55. Standard-of-living in Army	b65	.578
59. Opportunity to acquire civilian skills	b50	.476
50. Fairness of Army pay	b51	.451
30. Army chow	b32	.437
56. Leave/time off policies	b52	.428
53. Job security	b52	.416
57. Retirement benefits	b52	.410
22. Amount of "hurry up and wait"	b60	.410
8. Extent to which relied upon	b39	.408

ITEMS MOST HIGHLY CORRELATED WITH CAREER INTENTION STATEMENT --

FROM 13 JUN 72 FORT ORD ASI ADMINISTRATION

<u>ITEM # & CONTENT</u>	<u>N</u>	<u>r</u>
58. Family life in the Army	b51	.530
54. Opportunities for professional fulfillment	b67	.463
55. Standard-of-living in Army	b66	.458
8. Extent to which relied upon	b60	.367
50. Fairness of Army pay	b52	.349
30. Army chow	b33	.343
6. Interestingness of job	b61	.337
2. Post's progress in improving professionalism	b65	.334
16. Leadership and efficiency in unit	b60	.325
22. Amount of "hurry up and wait"	b61	.324

ANNEX G (Chronology of Programs and Policies Affecting Training) to
Fort Ord Final Project VOLAR Evaluation

1. PURPOSE: To document the major program/policy happenings related to training and training development at Fort Ord for the period prior to and during Project VOLAR.

2. DISCUSSION: The chronology presented herein pretends only to touch the major highlights of events which could be expected to impact directly upon the data obtained and presented in the foregoing Annexes of this report. In an experimental design sense, the happenings in this chronology are the "independent variables." It is recognized that an inferential marriage between the contents of these two sets of variables cannot take place with experimental precision in our attempt to try to discover what goes with what. Nevertheless, it is important to be mindful of the general context in which the data were gathered and to have at least some understanding of what changes occurred when.

3. PRESENTATION:

CHRONOLOGY OF PROGRAM AND POLICY HAPPENINGS
AFFECTING TRAINING AT FORT ORD

<u>Date</u>	<u>Program/Policy</u>
1965	Imposition of stringent meningitis controls (BCT trainees restricted to company area during entire 8-week period)
Jun 1969	MG Davidson assumes command.
Aug 1969	Formation of TMEC (17 subcommittees to examine training and to report to CG).
Feb 1970	Post Regulation establishing Company Trainee Councils (later designated Training Improvement Seminars by higher headquarters).
Mar 1970	Began company test of Merit-Reward System (MRS), a formalized program of incentive management for the basic trainee.
May 1970	Relaxation of meningitis control regulations.
May 1970	Began CONARC-directed 2-battalion test of MRS.
Aug 1970	Established security policy of limited access to Post.
Nov 1970	Post Regulation establishing the MRS (modified) in all BCT companies upon filling.

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<u>Date</u>	<u>Program/Policy</u>
Nov 1970	Post Regulation establishing and formalizing a quantitative assessment system to evaluate BCT unit functioning--the Unit Analysis Report (UAR). This program served as a management information system for unit commanders.
1 Jan 1971	Project VOLAR began.
Jan 1971	MRS revised to conform with VOLAR programs and policies; MRS extended to AIT.
5 Mar 71	First cycle of 1st-8 weeks Experimental Volunteer Army Training Program (EVATP) was completed.
30 Apr 1971	First cycle of 2d-8 weeks EVATP was completed.
Apr 1971	Departure of MG Davidson; BG Long becomes interim commander.
Jun 1971	MG Moore assumes command.
Jul 1971	Trainee input changes from predominantly US (draftees) to RA (enlistees).
Jul -Aug 1971	Discipline re-emphasized. POI expanded to include discipline training. Return to more austerity for the basic trainee.
Aug 1971	Courses began for officers and NCO's in leadership and professionalism. Drill Sergeant Refresher Course developed.
Sep 1971	UAR rescinded. Higher headquarters directs less emphasis be placed on quantitative methods for quality control in training.
Oct 1971	Austerity, severity, and ruggedness in training are emphasized. First BCT cycle to graduate under re-introduction of "challenges" in training.
Nov 1971	First BCT cycle to graduate under Fort Ord's accelerated training program.
Jan 1972	MRS in AIT is rescinded.
14 Apr 1972	First cycle to graduate in new 8 1/2 week BCT program.

<u>Date</u>	<u>Program/Policy</u>
May 1972	Curtailment of selected programs (e.g., leadership instruction) to conserve resources for training.
30 Jun 1972	Project VOLAR completed.

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